

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)
REPORT

Executive Summary

The US Army Corps of Engineers (USACE), Directorate of Military Programs (CEMP), conducted its fifth standard customer satisfaction survey of customers in the summer of 1999. This report contains results and insights gained from analyzing feedback from 745 Military Programs (MP) customers and displays results by question, by customer organizational level and by customer group. There were 30 questions divided into two sections: Section I had 11 general satisfaction questions and Section II had 19 MP-specific services and products questions. There were two customer organizational levels; Headquarters and Installation. The three customer groups were Army, Air Force, and Other. Each of these three customer groups was then sub-divided into major commands.

This report presents aggregate USACE-wide statistics and does not identify any specific organization or customer. The information in this report is to be used to help organizations assess their own results in the context of aggregate USACE-wide customer feedback. Individual organizational information is provided separately to Districts and Divisions for their own internal analysis and assessments.

The questions listed in Section I (Overall Satisfaction) and their means for All Respondents are:

<u>Question</u>	<u>Mean Response</u>
Q.1 Seeks Your Requirements	4.11
Q.2 Manages Your Projects/Programs Effectively	3.97
Q.3 Treats You as an Important Member of the Team	4.26
Q.4 Resolves Your Concerns	4.00
Q.5 Provides Timely Services	3.76
Q.6 Delivers Quality Products and Services	3.99
Q.7 Delivers Products and Services at Reasonable Cost	3.45
Q.8 Displays Flexibility in Responding to Your Needs	4.08
Q.9 Keeps You Informed	4.00
Q.10 Would Be Your Choice for Future Projects/Services	3.93
Q.11 Your OVERALL Level of Customer Satisfaction	3.98

The results from the fifth USACE-wide CEMP customer satisfaction survey continue to encourage. Using a scale where 1 is Low and 5 is High, the average response for 745 customers was 3.96 for Questions 1-10. This represents an increase of 1.5% over the 1998 value of 3.90. In 1997, the value was 3.79.

Ratings for the questions listed in Section II on specific services and products ranged from a mean high of 4.21 for *Q.16-BRAC* to mean low of 3.67, shared by *Q.25-Timely Construction* and *Q.27-Post-construction Support*.

For the first time, written comments were rated using multiple keywords (instead of the single overall rating used in the analysis of previous surveys). Of the total 745 responses received, 503 (68%) included written comments. Overall, the ratings were split fairly evenly between positive and negative responses. Organized by keywords, the highest frequency of responses were received for *Overall Satisfaction* (245 responses with a 76% positive rating), *Personnel* (113 responses with a 95% positive rating), and *Design* (70 responses with a 73% negative rating). Section 7 provides detailed breakdowns by major subordinate element within the main customer groups.

USACE employees should use this feedback to improve customer service. The HQUSACE will use information from this report to identify frequently occurring or systemic problems and develop process changes to improve customer support.

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1. Background

Background

On September 11, 1993, the President issued Executive Order 12862, *Setting Customer Service Standards* was issued to improve government performance. The standard of quality is set as "Customer service equal to the best in business." In conjunction with these requirements, the US Army Corps of Engineers, Directorate of Military Programs (CEMP), implemented a Customer Satisfaction Survey System. The objectives of the Customer Satisfaction Survey are to obtain an unfiltered, systemic view of customer satisfaction; to increase the focus of USACE satisfying the customer; and to fulfill a key component of the USACE Strategic Vision. The initial Customer Satisfaction Survey was conducted in mid-1995. In each of the succeeding years since 1995, the survey has been distributed. Appendix I contains a copy of the questionnaire that was distributed in 1999.

Customer Satisfaction Survey Process

Each year the Districts and Headquarters mail or hand out a standard questionnaire to their customers. Each individual office is responsible for developing customer lists to whom the questionnaire is sent. The HQUSACE surveys national and regional Major Subordinate Command (MACOM/MAJCOM) customers; and the Districts survey installation (local) customers. The surveying offices insert the office name, address and telephone number where appropriate on the standard form prior to distribution. A personalized cover letter accompanies the questionnaire and customers are given approximately two weeks to complete and return the questionnaire.

Once questionnaires are returned, each District and HQUSACE process and analyze their own information. This allows each individual office to take corrective action should any problem surface on individual customer responses.

Copies of all completed questionnaires are forwarded to the Strategic Management & Innovations Division of the Deputy Chief of Staff, Resource Management (CERM-SP). The CERM-SP, in concert with CEMP, inputs the data, tabulates and analyzes results and prepares this National Summary Report on Customer Satisfaction in the Corps for Military Programs. This Report contains the average of all customer input from the Districts and a Corps-wide average. It also contains statistical data by customer group. (No individual District results are displayed in this Report.)

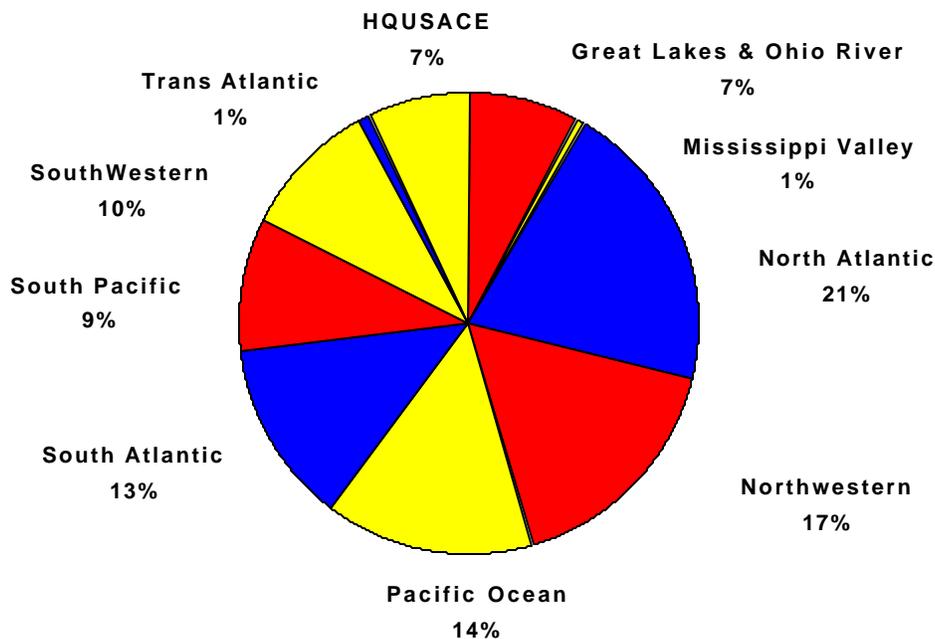
The CERM-SP sends each District a statistical tabulation of its own data. Each Division gets the data from its Districts and a roll-up score for the entire Division. The HQUSACE receives the data from the customers it surveyed (HQ and MACOM customers) and the Division roll-up data from the installations. This report is posted on the World Wide Web in formats suitable for browsing and for printing (PDF). This information is used to increase customer satisfaction, make any needed policy or process changes and provide feedback to customers and partners.

2. Source of Responses

Overall, HQUSACE received 53 responses (from Headquarters and MACOM-level customers) and the Districts received 692 responses from installations, for a total response pool of 745. This represents an increase from 1998, which had a total response pool of 695. The number of HQUSACE responses decreased from 81 in 1998 to 53 in 1999 while the number of installation responses rose from 617 in 1998 to 692 in 1999.

The 1999 Military Program responses were received from customers in 23 Districts representing nine Divisions and HQUSACE. **Figure 1** shows the relative distribution of responses received by HQUSACE and Divisions.

Figure 1. Distribution of All Responses



A detailed breakdown of responses by geographic region is shown in **Table 1**. The HQUSACE accounted for about 7% of all responses in 1999.

Table 1. Distribution of All Responses

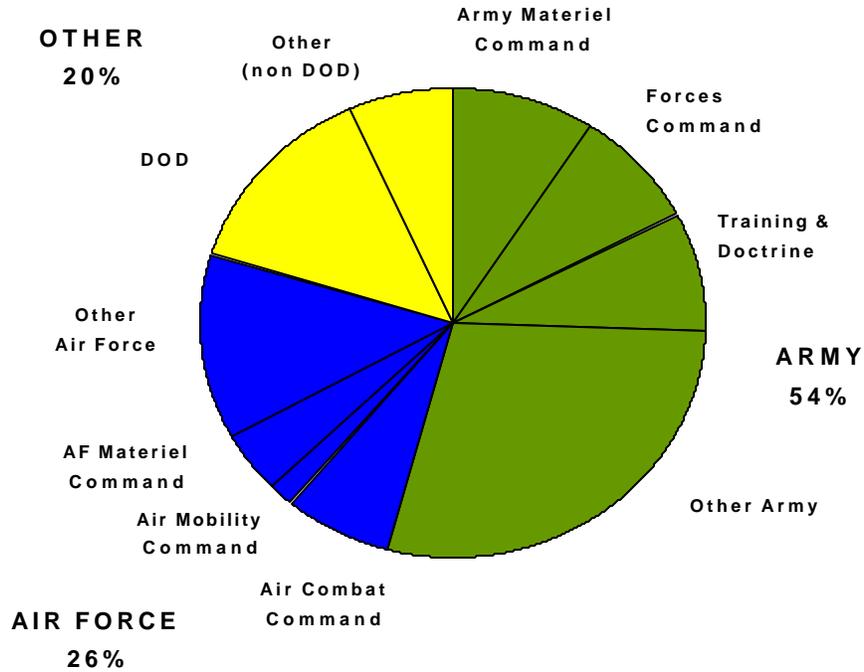
<u>Organization</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
Great Lakes & Ohio River	17	35	57	25	57
Mississippi Valley	0	0	0	0	5
North Atlantic	74	99	178	161	154
Northwestern	121	58	104	108	124
Pacific Ocean	47	56	79	98	109
South Atlantic	65	58	87	78	95
South Pacific	35	26	47	58	69
SouthWestern	52	32	55	54	72
TransAtlantic*	0	5	0	32	7
Total Installations	411	369	607	617	692
HQUSACE	<u>79</u>	<u>88</u>	<u>119</u>	<u>81</u>	<u>53</u>

<u>Organization</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
All Respondents	490	457	726	695	745

*The Europe District is now included in North Atlantic.

Figure 2 shows the relative distribution of responses by customer group by MACOM.

Figure 2. Customer by MACOM



Response Rates

Table 2 shows response rates within customer group by organizational level for all respondents to the survey questionnaire. The overall response rate for 1999 is 56%. Overall response rates by customer group are: Army-59%, Air Force-65%, and Other-44%.

Table 2. Response Rates within Customer Group by Organizational Level

		<u>Headquarters</u>	<u>Installations</u>	<u>Total</u>
Army	Sent	42	650	692
	Returned	10	395	405
	<i>Response Rate</i>	24%	61%	59%
Air Force	Sent	21	270	291
	Returned	17	173	190
	<i>Response Rate</i>	81%	64%	65%
Other	Sent	76	266	342
	Returned	26	124	151
	<i>Response Rate</i>	34%	47%	44%

		<u>Headquarters</u>	<u>Installations</u>	<u>Total</u>
All Respondents	Sent	139	1,186	1,325
	Returned	53	692	745
	<i>Response Rate</i>	<i>38%</i>	<i>58%</i>	<i>56%</i>

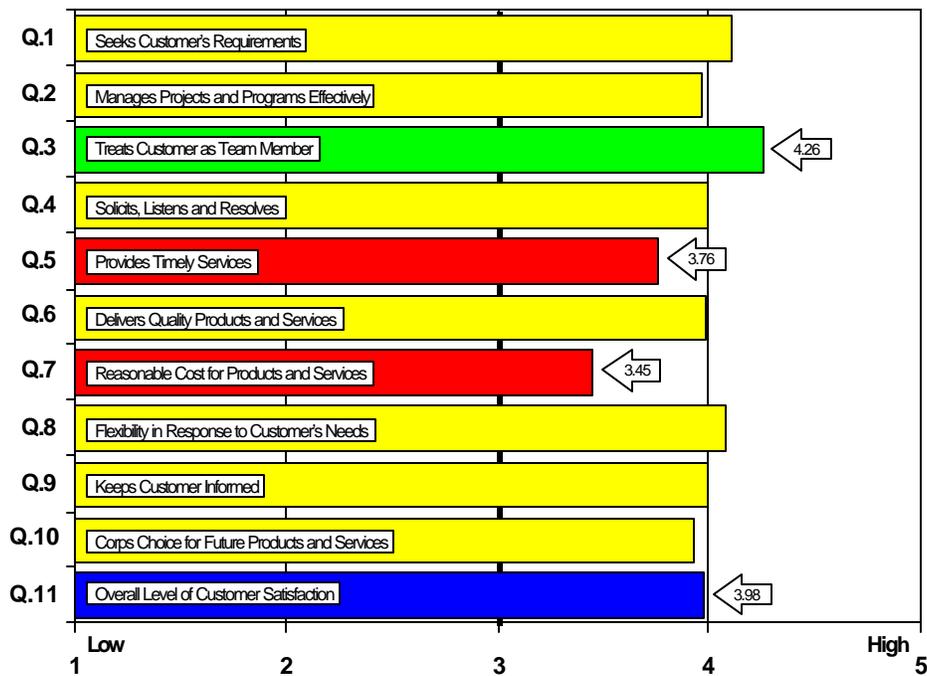
At the Installation level, response rates were good, ranging from 47% to 61%. At the Headquarters level, Air Force exceeded this with a response rate of 81%, while both Army and Other were substantially lower with response rates of 24% and 34%, respectively. By customer group, the Air Force response rate increased by nine points from 1998 to 1999. The Army and Other response rates both declined slightly over the same period. Individual District response rates ranged from 12% to 100%, with 396 responses being in the 40% to 75% response rate range, 266 responses over 75% and 30 below 40%.

3. Data from All Respondents

3.A. Questions 1-11

Figure 3 shows Corps-wide HQUSACE and District combined mean responses for Questions 1-11. The average for each of these questions placed above a “3”, which can be interpreted as an average or neutral score, thus indicating a positive level of overall satisfaction. The colors on Figure 3 correlate to the *Lows* (red) and *Highs* (green). Q.11-Overall Level of Customer Satisfaction is shown in blue. (This color scheme will be used throughout the report.)

Figure 3. Ratings of USACE by All Respondents
(n=745)



The responses to Q.1-Q.10 are divided into three broad categories: those performing significantly above the mean (*Highs*); those performing significantly below the mean (*Lows*); and those falling in between (*Middles*). Only questions whose means exhibited a statistically significant difference relative to the means of other questions were classified into the *High* or *Low* groups. Statistical significance was defined as a confidence of 95% or better that the difference in the observed means could not be explained by random variation (i.e., the difference in the observed means has significance).

Highs: Q.3-Treats Customer as Team Member scored highest with All Respondents, with a mean of 4.26.

Middles: Q.1-Seeks Customer's Requirements, Q.2-Manages Projects and Programs Effectively, Q.4-Resolves Customer's Concerns, Q.6-Delivers Quality Products and Services, Q.8-Flexibility in Response to Customer's Needs, Q.9-Keeps Customer

Informed, and Q.10-*Corps Choice for Future Products and Services*, all fall into a middle group, thus not showing any statistically significant difference relative to more than 75% of the other questions at a confidence level of 95% or better.

Lows: All Respondents scored USACE lowest with Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*. The respective means for Q.5 and Q.7 are 3.76 and 3.45.

The difference between the highest score (Q.3-*Treats Customer as Team Member*) and the second highest score (Q.1-*Seeks Customer's Requirements*) is statistically significant at a confidence level of 99% or better. The difference between the lowest score (Q.7-*Reasonable Cost for Products and Services*) and the third lowest score (Q.10-*Corps Choice for Future Products & Services*) is statistically significant at a confidence level of 99% or better as is the difference between the second lowest score (Q.5-*Provides Timely Service*) and Q.10.

As shown in **Table 3** the Corps scored well in customer satisfaction. In general, the mean response for all questions showed an increase when compared to the 1998 responses. Question 11, *Overall Level of Customer Satisfaction*, was 3.98. In 1999, the responses to Questions 1-10 ranged from a low of 3.45 to a high of 4.26. In 1998, these responses ranged from a low of 3.43 to a high of 4.23. In 1997, the means ranged from 3.23 to 4.14; in 1996, they ranged from 3.12 to 3.98; and in 1995, the means ranged from 3.10 to 3.95.

Table 3. Ratings of USACE by All Respondents - Questions 1-11

<u>Question</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>95-99 Delta</u>	<u>98-99 Delta</u>
Q.1- <i>Seeks Customer's Requirements</i>	3.69	3.80	3.94	4.09	4.11	11.4%	0.6%
Q.2- <i>Manages Projects/Programs Effectively</i>	3.63	3.68	3.80	3.91	3.97	9.2%	1.6%
Q.3- <i>Treats Customer as Team Member</i>	3.95	3.98	4.14	4.23	4.26	7.9%	0.7%
Q.4- <i>Resolves Customer's Concerns</i>	3.70	3.73	3.85	3.93	4.00	8.1%	1.8%
Q.5- <i>Provides Timely Service</i>	3.40	3.48	3.61	3.69	3.76	10.5%	1.9%
Q.6- <i>Delivers Quality Products & Services</i>	3.66	3.64	3.85	3.93	3.99	8.9%	1.6%
Q.7- <i>Reasonable Cost</i>	3.10	3.12	3.23	3.43	3.45	11.2%	0.7%
Q.8- <i>Flexibility in Response to Needs</i>	3.60	3.72	3.89	3.99	4.08	13.2%	2.3%
Q.9- <i>Keeps Customer Informed</i>	3.61	3.73	3.80	3.95	4.00	10.6%	1.1%
Q.10- <i>Choice for Future Products/Services</i>	3.56	3.62	3.76	3.86	3.93	10.6%	1.8%
Q.11- <i>Overall Level of Customer Satisfaction</i>	3.61	3.66	3.82	3.90	3.98	10.3%	2.1%
<i>Questions 1-10</i>	<i>3.59</i>	<i>3.65</i>	<i>3.79</i>	<i>3.90</i>	<i>3.96</i>	<i>10.1%</i>	<i>1.4%</i>

Q.11-*Overall Level of Satisfaction*, relates to the respondents' own overall level of satisfaction. The mean of 3.98 ties out well with the observed mean of 3.96 for Q.1-Q.10. Viewed statistically, Q.11 represents a generalization of the more specific issues raised in Q.1 through Q.10. Because combining Q.11 with Q.1 through Q.10 would tend to skew the results of this analysis, Q.11 is generally treated separately.

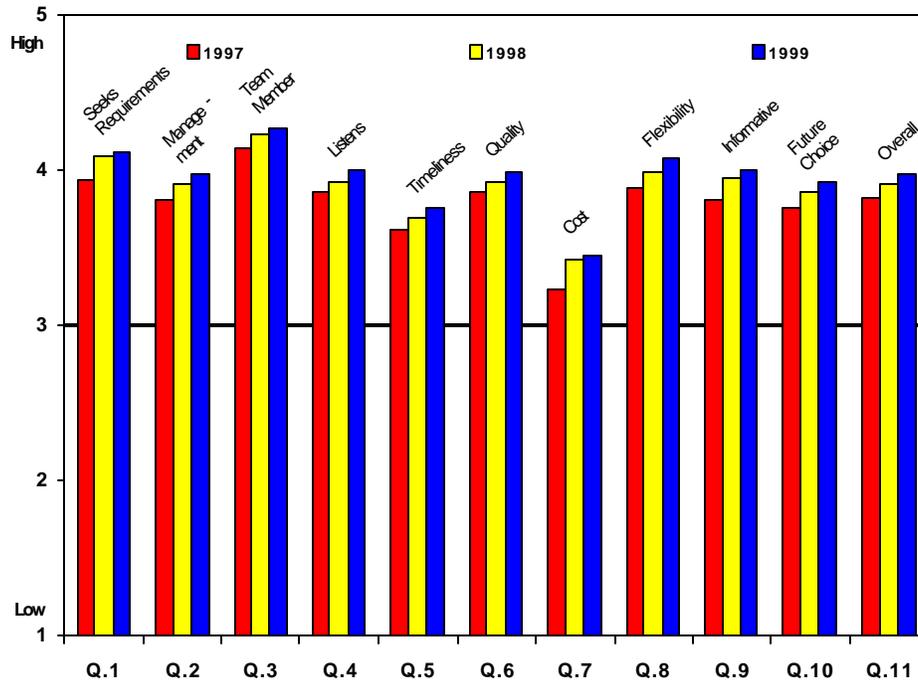
Table 4. Ranking of Mean Responses by All Respondents - Questions 1-10

Question	1999		1995	1996	1997	1998	1999
	Mean	Count	Rank	Rank	Rank	Rank	Rank
Q.1-Seeks Customer's Requirements	4.11	719	3	2	2	2	2
Q.2-Manages Projects/Programs Effectively	3.97	724	5	6	6	7	7
Q.3-Treats Customer as Team Member	4.26	733	1	1	1	1	1
Q.4-Resolves Customer's Concerns	4.00	737	2	3	4	5	4
Q.5-Provides Timely Service	3.76	734	9	9	9	9	9
Q.6-Delivers Quality Products & Services	3.99	730	4	7	5	6	6
Q.7-Reasonable Cost	3.45	692	10	10	10	10	10
Q.8-Flexibility in Response to Needs	4.08	732	7	5	3	3	3
Q.9-Keeps Customer Informed	4.00	739	6	4	7	4	5
Q.10-Choice for Future Products/Services	3.93	716	8	8	8	8	8

Table 4 shows the relative ranking of Q.1-Q.10 from *highest to lowest* mean for each question within this group. *Rank* is provided simply as a means to quickly identify those areas that are performed well and those not so well. *Rank=1* is the highest while *Rank=10* is the lowest. The *Ranks* for 1995-1998 are shown for comparative purposes. *Count* is the number of responses received for each question. Corps customers ranked Q.3-*Treats Customer as Team Member* first in all five years and Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products/Services* ninth and tenth, respectively, in all five years.

Figure 4 compares the observed means for 1999 responses to the observed means for 1997 and 1998 responses for Q.1-Q.11 for All Respondents.

Figure 4. Ratings of USACE by All Respondents: Three Year Comparison

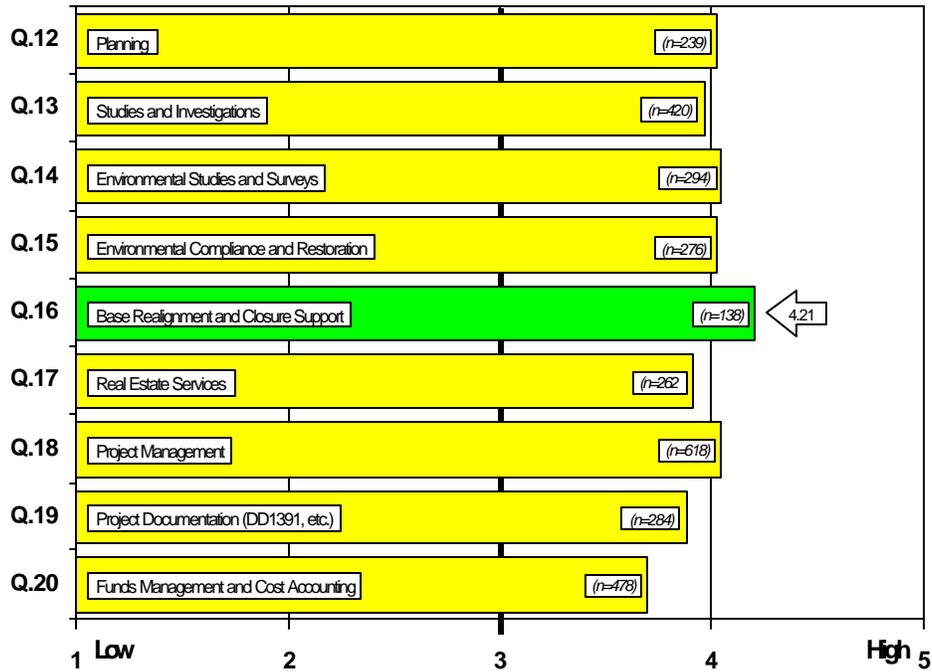


In all instances, the means in 1999 exceed the means in 1997 and 1998. None of the observed means in 1999 are statistically significantly different from the observed means in 1998.

3.B. Questions 12-30

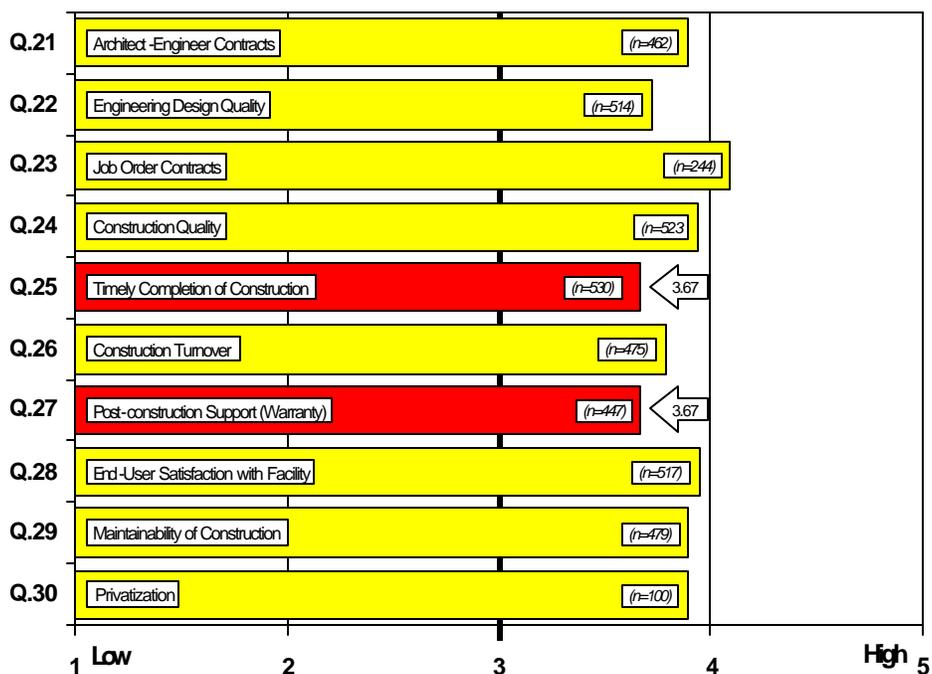
Figure 5 and **Figure 6** show Corps-wide mean responses for Questions 12-30. The sample size (*n*) is show in the box at the end of the bar. Only those questions which are significantly different from more than 75% of the means for Q.12 through Q.30 are colored in red (*Lows*) or green (*Highs*).

Figure 5. Ratings of USACE by All Respondents - Questions 12-20



The highest score within the Q.12-Q.20 grouping is Q.16-BRAC, with a mean of 4.21. As shown by its green coloring, Q.16 is statistically significantly different from more than 75% of the means for Q.12 through Q.20. The lowest score within this grouping is Q.20-Funds Management and Cost Accounting (3.70). It and Q.16-BRAC are the only questions in this grouping that are statistically significantly different from Q.11-Overall Level of Customer Satisfaction (at a confidence level of 99% or better). In 1996, 1997 and 1998, Q.20-Funds Management and Cost Accounting was considered a Low.

Figure 6. Ratings of USACE by All Respondents - Questions 21-30



Q.25-Timely Completion of Construction and Q.27-Post-construction Support (Warranty) have the lowest means in the Q.21-Q.30 grouping. As shown by the red color, they are statistically significantly different from more than 75% of the means for Q.12 through Q.30. Q.25 and Q.27, along with Q.22-Engineering Design Quality and Q.26-Construction Turnover, are statistically significantly different from Q.11 at a confidence level of 95% or better. The highest mean score is Q.23-Job Order Contracts; however, it is not statistically significantly different from Q.11.

Table 5 shows the number of responses of these questions varied considerably. Q.12-Q.30 represent specific services performed by the Corps of Engineers. Not all respondents make use of all of these services. In the table *Rank* is the relative ranking of Q.12-Q.30 from *highest to lowest* mean for each question within this particular group. *Rank* is provided simply as a means to quickly identify those services that are performed well and those not so well. *Rank=1* is the highest while *Rank=19* is the lowest. The Ranks for 1995-1998 are shown for comparative purposes. *Count* is the number of responses received for each question.

Table 5. Ratings of USACE by All Respondents - Questions 12-30

Question	1999		1995	1996	1997	1998	1999
	Mean	Count	Rank	Rank	Rank	Rank	Rank
Q.12-Planning	4.03	239	9	7	6	4	5
Q.13-Studies & Investigations	3.97	420	3	3	5	8	7
Q.14-Environmental Studies	4.05	294	8	5	4	12	3
Q.15-Environmental Compliance	4.03	276	10	12	8	7	6
Q.16-BRAC	4.21	138	1	2	1	3	1
Q.17-Real Estate Services	3.92	262	5	6	9	10	10
Q.18-Project Management	4.05	618	2	4	3	1	4
Q.19-Project Documentation	3.89	284	13	8	12	14	12
Q.20-Funds Management	3.70	478	18	18	16	19	17

<u>Question</u>	<u>1999</u>		<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
	<u>Mean</u>	<u>Count</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>
Q.21-A-E Contracts	3.90	462	12	10	7	9	11
Q.22-Engineering Design Quality	3.72	514	15	15	14	16	16
Q.23-Job Order Contracts	4.09	355	7	1	2	2	2
Q.24-Construction Quality	3.94	523	4	9	11	5	9
Q.25-Timely Construction	3.67	530	16	16	17	18	18
Q.26-Construction Turnover	3.79	475	11	14	15	15	15
Q.27 Post-construction Support	3.67	447	17	17	18	17	19
Q.28-End-User Satisfaction	3.95	517	6	11	10	6	8
Q.29-Maintainability	3.89	479	14	13	13	13	13
Q.30-Privatization *	3.89	100	-	-	-	11	14

*New question in 1998

In comparing the responses for Q.12-Q.30 with the overall level of satisfaction (3.98), six were higher and 13 were lower. The two highest scores within this grouping are Q.16-*BRAC* and Q.23-*JOCs*. In 1998, Q.18-*Project Management* and Q.23-*JOC* were the two highest scores. In 1996 and 1997, the two highest scores were Q.16-*BRAC* and Q.23-*JOC*. The two highest scores in 1995 were Q.16-*BRAC* and Q.18-*Project Management*.

The three lowest mean scores within the Q.12-Q.30 grouping are Q.20-*Funds Management and Cost Accounting*, Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. These three questions were also ranked lowest in 1995, 1996 and 1997 and 1998.

In looking at Q.12-Q.30, all of the means exceeded the scores for the year before, thus continuing the trend seen in prior years of increased customer satisfaction. Two of the questions in this grouping showed an increase from 1998 to 1999 that is statistically significant at a confidence level of 95% or better. These questions are Q.14-*Environmental Studies* (an increase of 6.0%) and Q.16-*BRAC* (+6.2%). positive score.

4. Data from All Respondents by Customer Group

4.A. Questions 1-11

Figure 7 shows Corps-wide mean responses by Customer Group for Questions 1-11. Customer groups are defined as Army, Air Force and Other. For five questions, Air Force rated the Corps highest, for five questions, Other rated the Corps highest, and for one question, Air Force and Other rated the Corps the same. In all cases, the Army scored the Corps the lowest.

**Figure 7. Satisfaction by Customer Level by Customer Group – Questions 1-11
All Respondents**

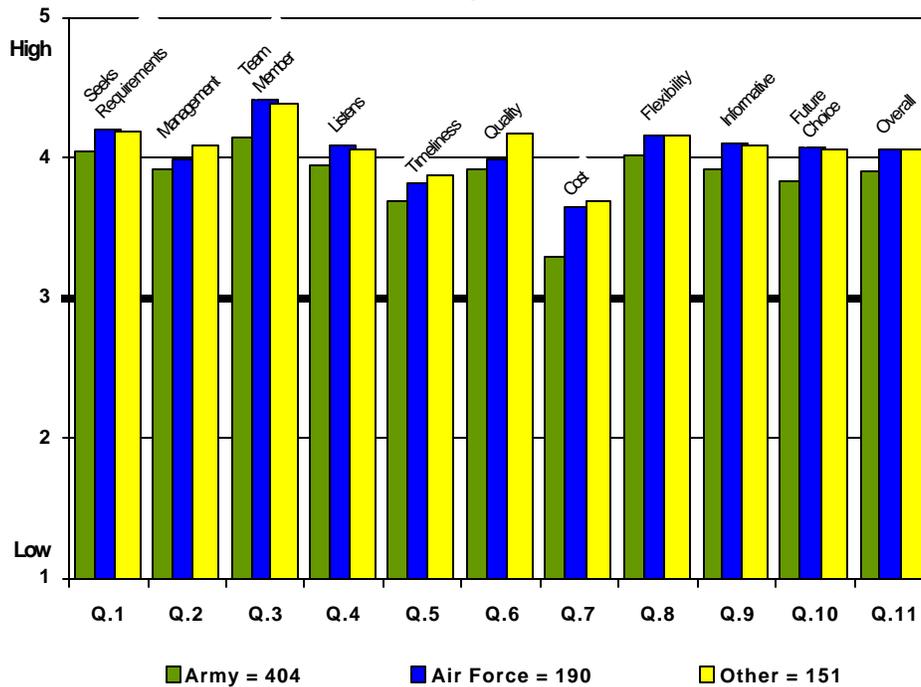


Table 6 shows the ranking of mean responses for Q.1-Q.10 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

**Table 6. Ranking of Mean Responses by Customer Group – Questions 1-10
All Respondents**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>Question</u>
<i>Highest Mean</i>	Q.3	Q.3	Q.3	Q.1-Seeks Requirements
	Q.1	Q.1	Q.1	Q.2-Manages Effectively
	Q.8	Q.8	Q.6	Q.3-Team Member
	Q.4	Q.9	Q.8	Q.4-Listens
<i>to</i>	Q.2	Q.4	Q.2	Q.5-Timeliness
	Q.6	Q.10	Q.9	Q.6-Quality
	Q.9	Q.2	Q.4	Q.7-Cost

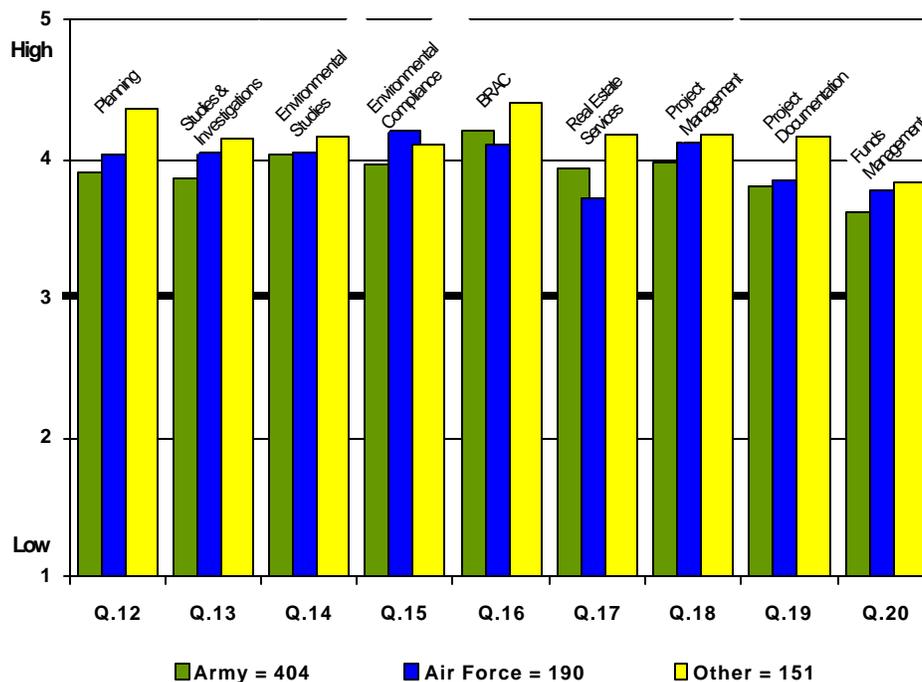
	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>Question</u>
<i>Lowest</i>	Q.10	Q.6	Q.10	Q.8-Flexibility
<i>Mean</i>	Q.5	Q.5	Q.5	Q.9-Keeps Informed
	Q.7	Q.7	Q.7	Q.10-Future Choice

For all three Customer Groups, the lowest ranked question is Q.7-Reasonable Cost for Products and Services and the second lowest ranked question is Q.5-Provides Timely Service. On the high side of the rankings, Q.3-Treats Customer as Team Member received all three high rankings. The same pattern was seen in 1995, 1996, 1997 and 1998.

4.B. Questions 12-30

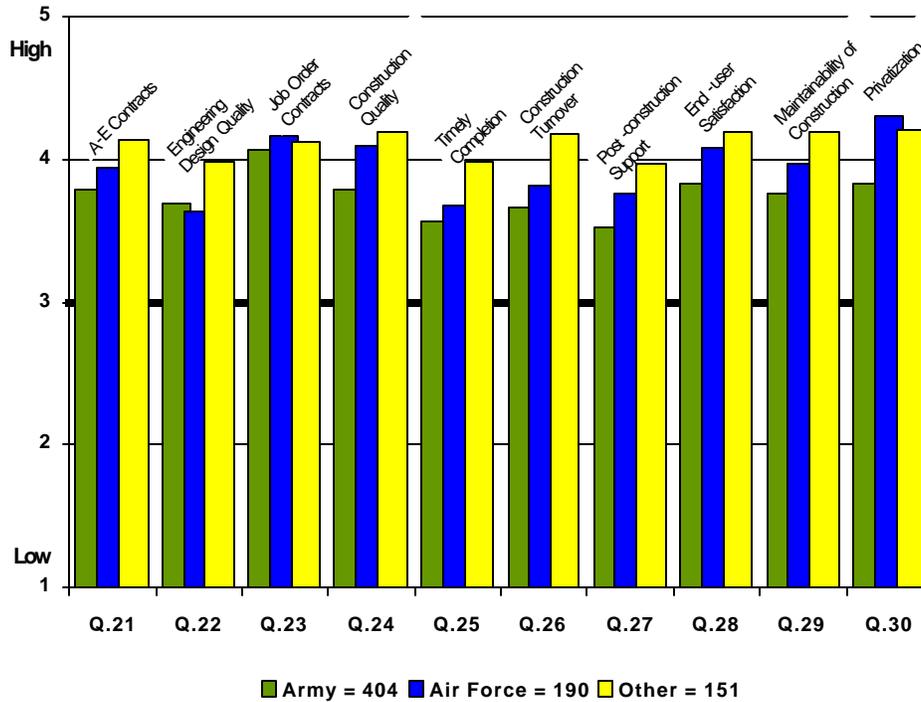
Figure 8 and Figure 9 show a comparison of mean responses by Customer Group.

**Figure 8. Satisfaction by Customer Level by Customer Group – Questions 12-20
All Respondents**



In all but one case, Other rated the Corps highest. The one exception is Q.15-Environmental Compliance (Air Force rated the Corps highest on this question). Army rated the Corps lowest for all questions in this grouping.

Figure 9. Satisfaction by Customer Level by Customer Group – Questions 21-30



The average scores for Other were highest for all but two questions. For Q.23-JOC and Q.30-Privatization, Air Force rated the Corps highest. For all questions in this grouping, Army placed the Corps lowest.

Table 7 shows the ranking of mean responses for Q.12-Q.30 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

**Table 7. Ranking of Mean Responses by Customer Group – Questions 12-30
All Respondents**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>Question</u>	
<i>Highest Mean</i>	Q.16	Q.30	Q.16	Q.12-Planning	
	Q.23	Q.15	Q.12	Q.13-Studies & Investigations	
	Q.14	Q.23	Q.30	Q.14-Environmental Studies	
	Q.18	Q.18	Q.29	Q.15-Environmental Compliance	
	Q.15	Q.16	Q.17	Q.16-BRAC	
	Q.17	Q.24	Q.18	Q.17-Real Estate Services	
	Q.12	Q.28	Q.24	Q.18-Project Management	
	Q.13	Q.13	Q.28	Q.19-Project Documentation	
	<i>to</i>	Q.28	Q.14	Q.26	Q.20 -Funds Management
		Q.30	Q.12	Q.14	Q.21-A-E Contracts
		Q.19	Q.29	Q.19	Q.22-Engineering Design Quality
		Q.21	Q.21	Q.13	Q.23-Job Order Contracts
		Q.24	Q.19	Q.21	Q.24-Construction Quality
		Q.29	Q.26	Q.23	Q.25-Timely Completion
<i>Lowest</i>	Q.22	Q.20	Q.15	Q.26-Construction Turnover	
	Q.26	Q.27	Q.22	Q.27-Post-construction Support	

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>Question</u>
<i>Mean</i>	Q.20	Q.17	Q.25	Q.28-End-User Satisfaction
	Q.25	Q.25	Q.27	Q.29-Maintainability
	Q.27	Q.22	Q.20	Q.30-Privatization

4.C. Customer Satisfaction-All Respondents by MACOM

Table 8, Table 9, and Table 10 show the mean responses for Question 1 through Question 11 by major command within each major Customer Group. Appendix III shows the data from all respondents by major command.

Table 8. Army Customers – Average Scores by MACOM (All Respondents)

	<u>Army Material Command</u>	<u>Forces Command</u>	<u>Training & Doctrine</u>	<u>Other</u>	<u>Total Army</u>
Q.1-Seeks Customer's Requirements	4.16	4.18	4.31	3.89	4.04
Q.2-Manages Projects/Programs Effectively	3.92	4.20	4.19	3.76	3.92
Q.3-Treats Customer as Team Member	4.14	4.15	4.52	4.03	4.14
Q.4-Resolves Customer's Concerns	3.96	4.19	4.22	3.80	3.95
Q.5-Provides Timely Service	3.68	3.92	3.95	3.55	3.69
Q.6-Delivers Quality Products & Services	3.99	4.05	4.08	3.82	3.92
Q.7-Reasonable Cost for Products/Services	3.34	3.68	3.49	3.09	3.29
Q.8-Flexibility in Response to Customer	3.97	4.19	4.19	3.92	4.01
Q.9-Keeps Customer Informed	4.05	4.03	4.31	3.73	3.92
Q.10-Choice for Future Products & Services	3.94	4.11	4.07	3.65	3.83
Q.11-Overall Level of Customer Satisfaction	3.93	4.09	4.26	3.76	3.91

For Army, FORSCOM provided the highest ratings for four questions and TRADOC gave the highest ratings for seven questions.

Table 9. Air Force Customers – Average Scores by MACOM (All Respondents)

	<u>Air Combat Command</u>	<u>Air Mobility Command</u>	<u>AF Materiel Command</u>	<u>Other</u>	<u>Total Air Force</u>
Q.1-Seeks Customer's Requirements	4.42	4.00	4.41	4.03	4.20
Q.2-Manages Projects/Programs Effectively	4.20	4.00	4.11	3.83	3.99
Q.3-Treats Customer as Team Member	4.59	4.45	4.52	4.27	4.41

	<u>Air Combat Command</u>	<u>Air Mobility Command</u>	<u>AF Materiel Command</u>	<u>Other</u>	<u>Total Air Force</u>
Q.4-Resolves Customer's Concerns	4.20	3.91	4.25	3.98	4.08
Q.5-Provides Timely Service	4.00	3.64	4.09	3.66	3.82
Q.6-Delivers Quality Products & Services	4.16	3.90	4.11	3.87	3.99
Q.7-Reasonable Cost for Products/Services	3.83	3.90	3.83	3.44	3.64
Q.8-Flexibility in Response to Customer	4.35	4.36	4.38	3.96	4.16
Q.9-Keeps Customer Informed	4.29	4.09	4.00	4.03	4.10
Q.10-Choice for Future Products & Services	4.31	4.27	4.22	3.86	4.07
Q.11-Overall Level of Customer Satisfaction	4.15	4.00	4.19	3.97	4.06

For Air Force, Air Combat Command provided the highest ratings for six questions, Air Force Materiel Command for four questions, and Air Mobility Command for one question.

**Table 10. Other Customers – Average Scores by MACOM
(All Respondents)**

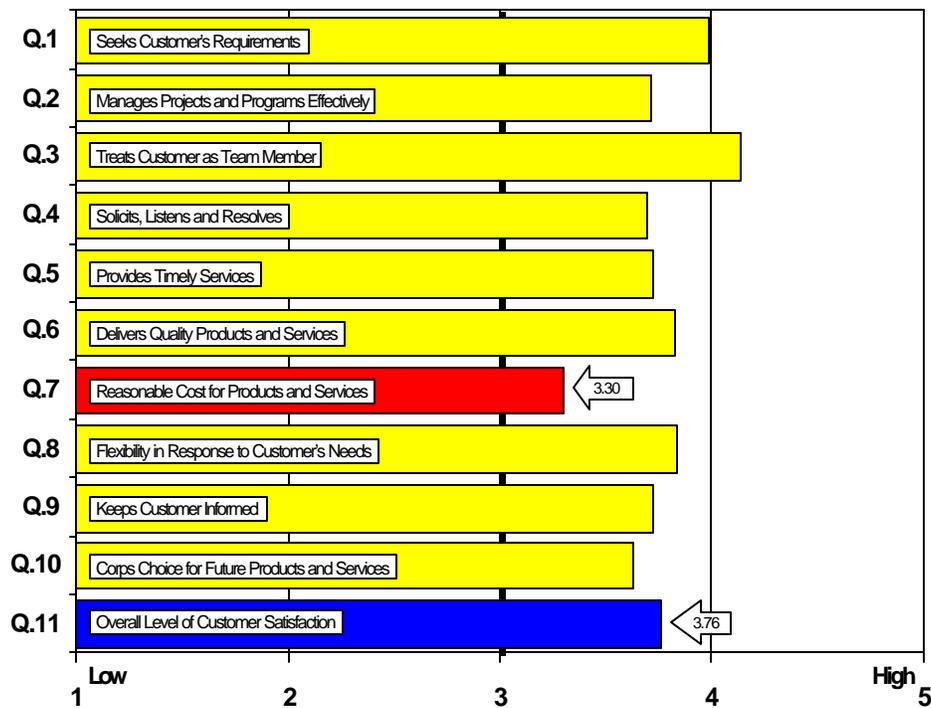
	<u>DoD</u>	<u>Non-DoD</u>	<u>Total Other</u>
Q.1-Seeks Customer's Requirements	4.10	4.37	4.19
Q.2-Manages Projects/Programs Effectively	4.04	4.21	4.09
Q.3-Treats Customer as Team Member	4.35	4.48	4.39
Q.4-Resolves Customer's Concerns	4.00	4.21	4.06
Q.5-Provides Timely Service	3.88	3.88	3.88
Q.6-Delivers Quality Products & Services	4.09	4.32	4.17
Q.7-Reasonable Cost for Products & Services	3.62	3.79	3.68
Q.8-Flexibility in Response to Customer's Needs	4.07	4.36	4.16
Q.9-Keeps Customer Informed	4.06	4.12	4.08
Q.10-Choice for Future Products & Services	3.99	4.17	4.05
Q.11-Overall Level of Customer Satisfaction	4.00	4.18	4.06

5. Data from Headquarters Respondents

5.A. Questions 1-11

Figure 10 shows Headquarters mean customer responses for Questions 1-11. The average for each of these questions placed well above a “3”. The colors on **Figure 10** correlate to the *Lows* (red) and *Highs* (green), as defined on Figure 3 on page 4. Note that for the Headquarters customer responses, there was no *High* identified; therefore Q.3-*Treats Customer as Team Member* is not colored green because it is not significantly different from all of the *Middle* response group.

Figure 10. Ratings of USACE by Headquarters Respondents – Questions 1-11 (n = 53)



The difference between the highest score (Q.3-*Treats Customer as Team Member*) and the next three highest scores (Q.1-*Seeks Customer's Requirements*, Q.8-*Flexibility in Response to Customer's Needs*, and Q.6-*Delivers Quality Products and Services*) is not statistically significantly different. Q.3 is statistically significantly different from the other questions in this group. The difference between the lowest score (Q.7-*Reasonable Cost for Products and Services*) and the second lowest score (Q.5-*Provides Timely Service*) is not statistically significant, but Q.7 is statistically different at a confidence level of 95% or better from all other questions in this grouping.

As shown in **Table 11**, in general, Headquarters customers rated USACE well in customer satisfaction. Question 11-*Overall Level of Satisfaction*, scored 3.69. In 1998, the responses to Questions 1-10 ranged from a low of 3.29 to a high of 4.01. In 1997, the range was 3.23 to 4.06, and in 1996, the range was from 2.84 to 3.85.

Table 11. Ratings of USACE by Headquarters Respondents - Questions 1-11

<u>Question</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>95-99</u>	<u>98-99</u>
						<u>Delta</u>	<u>Delta</u>
Q.1-Seeks Customer's Requirements	3.71	3.66	3.85	3.92	3.99	7.7%	1.8%
Q.2-Manages Projects/Programs Effectively	3.65	3.53	3.63	3.78	3.71	1.5%	-1.9%
Q.3-Treats Customer as Team Member	4.01	3.85	4.06	4.01	4.14	3.1%	3.1%
Q.4-Resolves Customer's Concerns	3.70	3.51	3.82	3.86	3.70	0.0%	-4.1%
Q.5-Provides Timely Service	3.45	3.39	3.50	3.60	3.73	8.1%	3.7%
Q.6-Delivers Quality Products & Services	3.77	3.48	3.83	3.76	3.83	1.6%	2.0%
Q.7-Reasonable Cost	3.10	2.84	3.23	3.29	3.30	6.5%	0.4%
Q.8-Flexibility in Response to Needs	3.60	3.42	3.66	3.75	3.84	6.8%	2.5%
Q.9-Keeps Customer Informed	3.61	3.36	3.65	3.72	3.73	3.1%	0.2%
Q.10-Choice for Future Products/Services	3.52	3.44	3.58	3.69	3.63	3.1%	-1.6%
Q.11-Overall Level of Customer Satisfaction	3.62	3.45	3.70	3.69	3.76	3.9%	1.9%
<i>Questions 1-10</i>	<i>3.61</i>	<i>3.45</i>	<i>3.68</i>	<i>3.74</i>	<i>3.76</i>	<i>3.9%</i>	<i>0.5%</i>

Q.11-*Overall Level of Satisfaction* is the overall measure of customer satisfaction. The mean of 3.76 is consistent with the scores received for the other questions.

In three instances, the means in 1999 did not exceed the means in 1998. Headquarters mean responses for Q.2-*Manages Projects/Programs Effectively*, Q.4-*Resolves Customer's Concerns*, and Q.10-*Corps Choice for Future Product/Services* were lower in 1999 than in 1998. None of these differences is significantly different. It should be remembered that the response pool in 1999 is smaller than the response pool in 1998.

Table 12. Rankings of Mean Responses by Headquarters Respondents - Questions 1-10

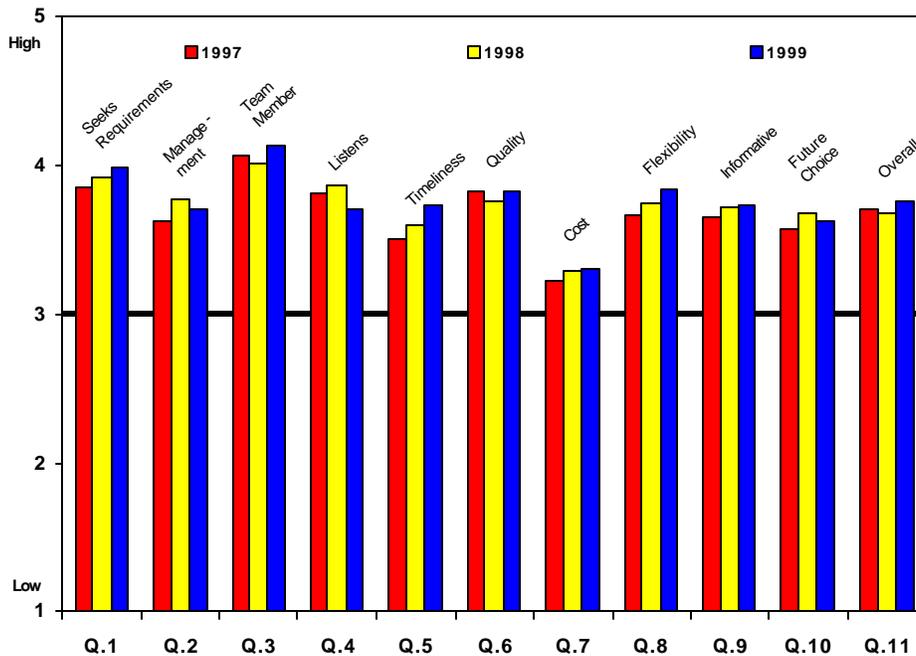
<u>Question</u>	<u>1999 Mean</u>	<u>Count</u>	<u>1995 Rank</u>	<u>1996 Rank</u>	<u>1997 Rank</u>	<u>1998 Rank</u>	<u>1999 Rank</u>
Q.1-Seeks Customer's Requirements	3.99	46	3	2	2	2	2
Q.2-Manages Projects Effectively	3.71	49	5	3	7	4	7
Q.3-Treats Customer as Team Member	4.14	47	1	1	1	1	1
Q.4-Resolves Customer's Concerns	3.70	50	4	4	4	3	8
Q.5-Provides Timely Service	3.73	51	9	8	9	9	6
Q.6-Delivers Quality Products & Services	3.83	50	2	5	3	5	4
Q.7-Reasonable Cost for Products/Services	3.30	46	10	10	10	10	10

<u>Question</u>	<u>1999 Mean</u>	<u>Count</u>	<u>1995 Rank</u>	<u>1996 Rank</u>	<u>1997 Rank</u>	<u>1998 Rank</u>	<u>1999 Rank</u>
Q.8-Flexibility in Response to Customer	3.84	49	7	7	5	6	3
Q.9-Keeps Customer Informed	3.73	51	6	9	6	7	5
Q.10-Choice for Future Products/Services	3.63	48	8	6	8	8	9

Table 12 shows the relative ranking of Q.1-Q.10 from *highest to lowest* mean for each question within this group. *Rank* is provided simply as a means to quickly identify those areas that are performed well and those not so well. *Rank=1* is the highest while *Rank=10* is the lowest. The *Ranks* for 1995-1997 are shown for comparative purposes. *Count* is the number of responses received for each question. Corps customers ranked Q.3-Treats Customer as Team Member first in all five years and Q.7-Reasonable Cost for Products/Services tenth in all five years.

Figure 11 shows the observed means for three years for Q.1-Q.11 for Headquarters respondents.

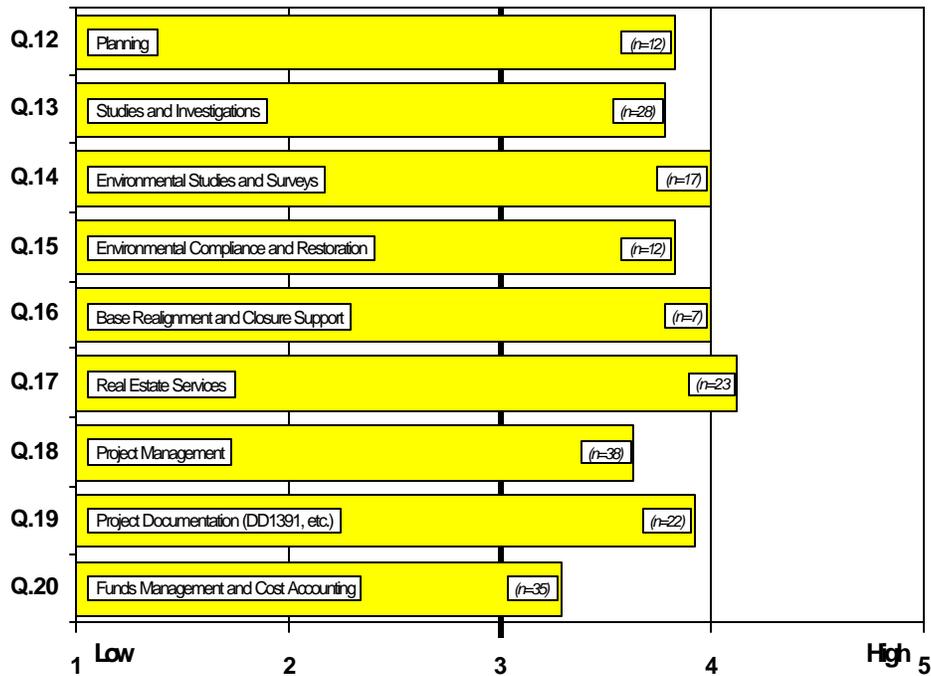
Figure 11. Ratings of USACE by Headquarters Respondents: Three Year Comparison



5.B. Questions 12-30

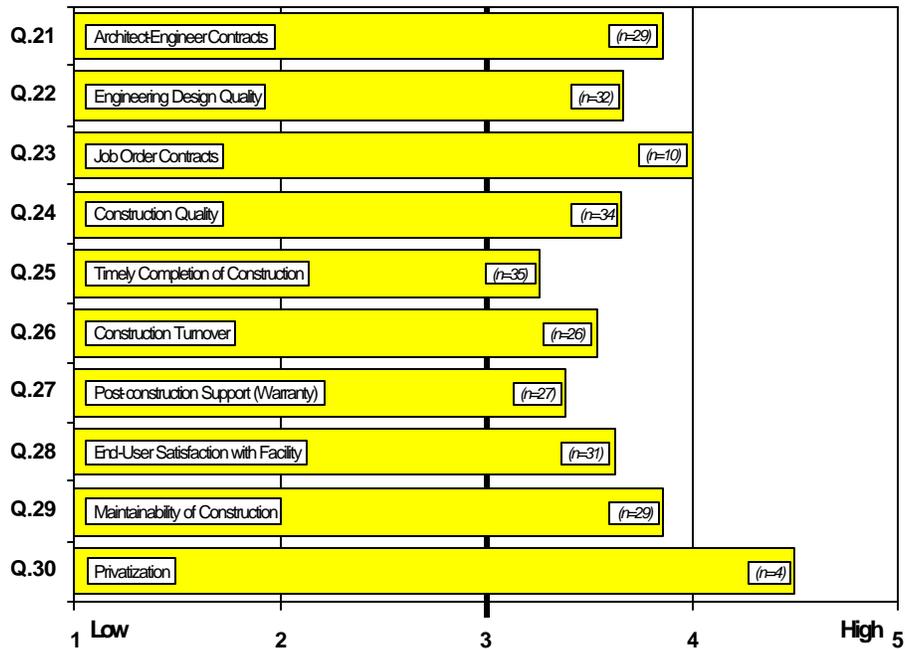
Figure 12 and **Figure 13** show Headquarters mean responses for Questions 12-30. The average for each of these questions placed above a "3". The sample size (*n*) is shown in the box at the end of the bar.

Figure 12. Ratings of USACE by Headquarters Respondents - Questions 12-20



The highest score within this grouping is Q.17-*Real Estate*, with a mean of 4.13. The lowest score within this grouping is Q.20-*Funds Management and Cost Accounting* (3.30). Q.20 is statistically significantly different from Q.11-*Overall Level of Customer Satisfaction* at a confidence level of 95% or better.

Figure 13. Ratings of USACE by Headquarters Respondents - Questions 21-30



The highest score within the Q.21-Q.30 grouping is Q.30-*Privatization*. The two lowest are Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. Both Q.25 and Q.30 are statistically significantly different from Q.11-*Overall Level of Customer Satisfaction* at a confidence level of 95% or better.

Table 13 shows the rank order of customer responses for five years. The number of responses (*Count*) for each of these questions varied considerably, from a low of 10 to a high of 61. In the table *Rank* is the relative ranking of Q.12-Q.30 from *highest to lowest* mean for each question within this particular group. *Rank=1* is the highest while *Rank=19* is the lowest.

Table 13. Ratings of USACE by Headquarters Respondents - Questions 12-30

Question	1999 Mean	Count	1995 Rank	1996 Rank	1997 Rank	1998 Rank	1999 Rank
Q.12-Planning	3.83	12	16	8	3	2	9
Q.13-Studies & Investigations	3.79	28	11	6	5	6	11
Q.14-Environmental Studies	4.00	17	15	1	8	11	3
Q.15-Environmental Compliance	3.83	12	5	3	6	7	10
Q.16-BRAC	4.00	7	7	9	1	15	4
Q.17-Real Estate Services	4.13	23	1	4	4	3	2
Q.18-Project Management	3.64	38	8	7	12	8	14
Q.19-Project Documentation	3.93	22	12	14	9	1	6
Q.20-Funds Management	3.30	35	18	17	16	18	18
Q.21-A-E Contracts	3.86	29	9	5	10	10	7
Q.22-Engineering Design Quality	3.67	32	14	13	13	14	12
Q.23-Job Order Contracts	4.00	10	2	2	2	5	5
Q.24-Construction Quality	3.66	34	4	12	7	4	13
Q.25-Timely Construction	3.26	35	10	15	17	17	19

Question	1999 Mean	Count	1995 Rank	1996 Rank	1997 Rank	1998 Rank	1999 Rank
Q.26-Construction Turnover	3.54	26	13	16	15	12	16
Q.27-Post-construction Support	3.39	27	17	18	18	16	17
Q.28-End-User Satisfaction	3.63	31	3	10	11	9	15
Q.29-Maintainability	3.86	29	6	11	14	13	8
Q.30-Privatization	4.50	4	-	-	-	19	1

In comparing the responses for Q.12-Q.30 with the overall level of satisfaction (3.76), eight were higher and 11 were lower. As you can see from Table 13, the highest mean score for Q.12-Q.30 has changed each year.

The highest ranked question within this grouping is Q.30-*Privatization*; however, the number of respondents was just 4. The three lowest mean scores within the Q.12-Q.30 grouping are Q.20-*Funds Management and Cost Accounting*, Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. These three questions were also ranked lowest in 1995, 1996, 1997 and 1998.

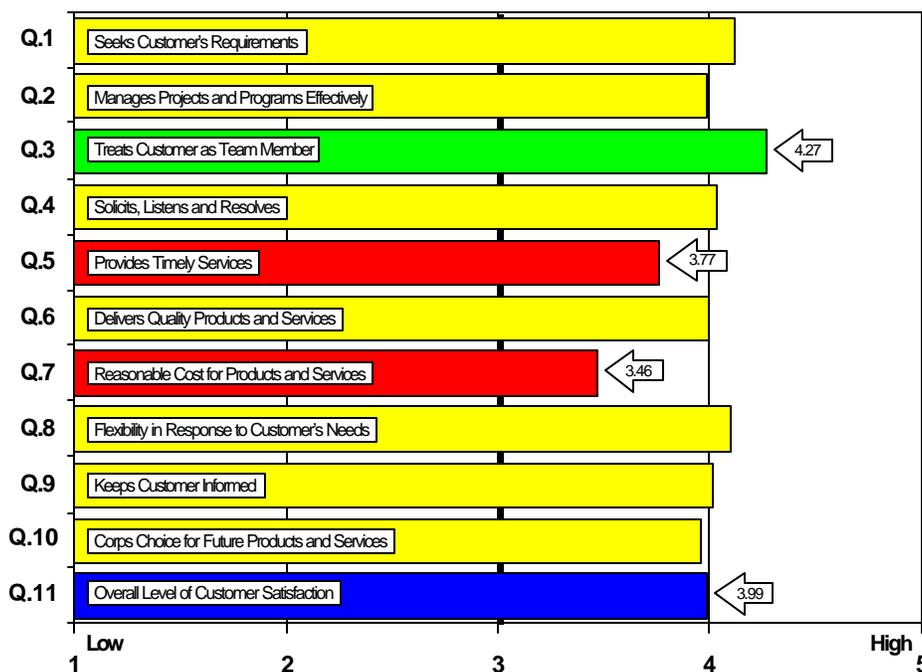
For Q.12-Q.30, nine of the observed means for 1999 were lower than the observed means for 1998. The two showing the greatest decline are Q.24-*Construction Quality* (a decrease of 4.7%) and Q.25-*Timely Completion of Construction* (a decrease of 4.2%). The three questions showing the greatest increase in mean score are Q.14-*Environmental Studies and Surveys* (an increase of 10.6%), Q.15-*BRAC* (an increase of 14.3%) and Q.30-*Privatization* (an increase of 45.2%). From 1998 to 1999, Q.30 showed a change that is statistically significant at a confidence level of 95% or better.

6. Data from Installation Respondents

6.A. Questions 1-11

Figure 14 shows Installation mean responses for Questions 1-11. The average for each of these questions placed well above a “3”. The colors on Figure 14 represent the *Lows* (red) and *Highs* (green), as defined on page 4 in Figure 3.

Figure 14. Ratings of USACE by Installation Respondents - Questions 1-11
(n = 692)



As for All Respondents, the responses to Q.1-Q.10 were divided into three broad categories: those performing significantly above the mean (*Highs*); those performing significantly below the mean (*Lows*); and those falling in between (*Middles*).

Highs: Q.3-Treats Customer as Team Member scored highest with Installations, with a mean 4.27.

Middles: Q.1-*Seeks Customer's Requirements*, Q.2-*Manages Projects and Programs Effectively*, Q.4-*Resolves Customer's Concerns*, Q.6-*Delivers Quality Products and Services*, Q.8-*Flexibility in Response to Customer's Needs*, Q.9-*Keeps Customer Informed* and Q.10-*Corps Choice for Future Products and Services*, all fall into a middle group, thus not showing any statistically significant difference relative to more than 75% of the other questions at a confidence level of 95% or better.

Lows: Installations rated USACE lowest with Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*. The respective means for Q.5 and Q.7 are 3.77 and 3.47.

The difference between the highest score (Q.3-Treats Customer as Team Member) and the second highest score (Q.1-Seeks Customer's Requirements) is statistically significant at a confidence level of 99% or better. The difference between the two lowest scores (Q.7-Reasonable Cost for Products and Services and Q.5-Provides Timely Service) and the third lowest score (Q.10-Choice for Future Products & Services) is statistically significant at a confidence level of 99% or better.

Installation customers returned their completed survey forms to their local District office. In general, the Installation customers rated Districts high in customer satisfaction (detail is shown in **Table 14**). Q.11-Overall Level of Customer Satisfaction scored 3.99. The responses to Questions 1-10 ranged from a low of 3.47 to a high of 4.27

Table 14. Ratings of USACE by Installation Respondents - Questions 1-11

Question	1995	1996	1997	1998	1999	95-99 Delta	98-99 Delta
Q.1-Seeks Customer's Requirements	3.69	3.83	3.96	4.11	4.12	11.7%	0.3%
Q.2-Manages Projects/Programs Effectively	3.63	3.71	3.83	3.92	3.99	9.9%	1.7%
Q.3-Treats Customer as Team Member	3.93	4.02	4.15	4.26	4.27	8.4%	0.2%
Q.4-Resolves Customer's Concerns	3.70	3.79	3.85	3.94	4.03	8.7%	2.1%
Q.5-Provides Timely Service	3.40	3.51	3.63	3.71	3.77	10.9%	1.6%
Q.6-Delivers Quality Products & Services	3.64	3.68	3.86	3.95	4.00	9.9%	1.3%
Q.7-Reasonable Cost	3.11	3.19	3.23	3.45	3.47	11.6%	0.5%
Q.8-Flexibility in Response to Needs	3.61	3.79	3.94	4.02	4.10	13.6%	1.9%
Q.9-Keeps Customer Informed	3.61	3.81	3.83	3.98	4.02	11.1%	0.8%
Q.10- Choice for Future Products/Services	3.56	3.66	3.80	3.89	3.96	11.0%	1.8%
Q.11-Overall Level of Customer Satisfaction	3.60	3.71	3.85	3.93	3.99	10.8%	1.8%
<i>Questions 1-10</i>	<i>3.59</i>	<i>3.70</i>	<i>3.81</i>	<i>3.93</i>	<i>3.97</i>	<i>10.7%</i>	<i>1.2%</i>

Q.11-Overall Level of Satisfaction relates to the respondents' own overall level of satisfaction. The mean of 3.99 compares well with the observed mean of 3.97 for Q.1-Q.10.

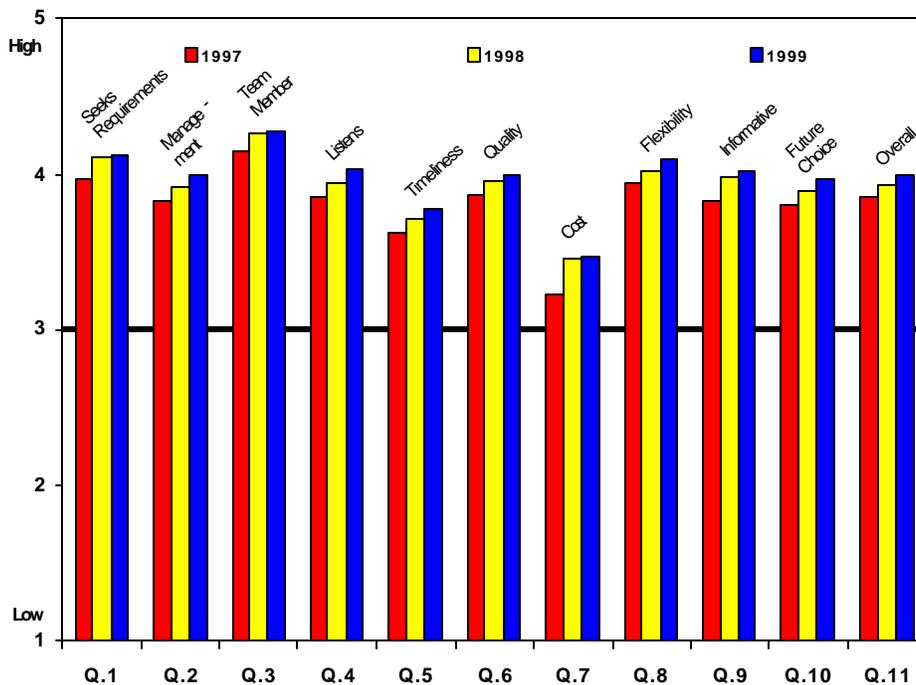
Table 15 shows the relative ranking of Q.1-Q.10 from *highest to lowest* mean for each question within this group. *Rank* is provided simply as a means to quickly identify those areas that are performed well and those not so well. *Rank=1* is the highest while *Rank=10* is the lowest. The *Ranks* for 1995-1998 are shown for comparative purposes. *Count* is the number of responses received for each question. Installation customers ranked Q.3-Treats Customer as Team Member first in all five years and Q.5-Provides Timely Service and Q.7-Reasonable Cost for Products/Services ninth and tenth, respectively, in all five years.

Table 15. Ranking of Mean Responses by Installation Respondents - Questions 1-10

<u>Question</u>	<u>1999 Mean</u>	<u>Count</u>	<u>1995 Rank</u>	<u>1996 Rank</u>	<u>1997 Rank</u>	<u>1998 Rank</u>	<u>1999 Rank</u>
Q.1-Seeks Customer's Requirements	4.12	673	3	2	2	2	2
Q.2-Manages Projects Effectively	3.99	675	5	6	6	7	7
Q.3-Treats Customer as Team Member	4.27	686	1	1	1	1	1
Q.4-Resolves Customer's Concerns	4.03	687	2	4	5	6	4
Q.5-Provides Timely Service	3.77	683	9	9	9	9	9
Q.6-Delivers Quality Products & Services	4.00	680	4	7	4	5	6
Q.7-Reasonable Cost	3.47	646	10	10	10	10	10
Q.8-Flexibility in Response to Customer	4.10	683	6	5	3	3	3
Q.9-Keeps Customer Informed	4.02	688	7	3	7	4	5
Q.10-Choice for Future Products/Services	3.96	668	8	8	8	8	8

Figure 15 compares the means for 1999 responses to the observed means for 1997 and 1998 responses for Q.1-Q.11 for all Installation customers.

Figure 15. Ratings of USACE by Installation Respondents: Three Year Comparison

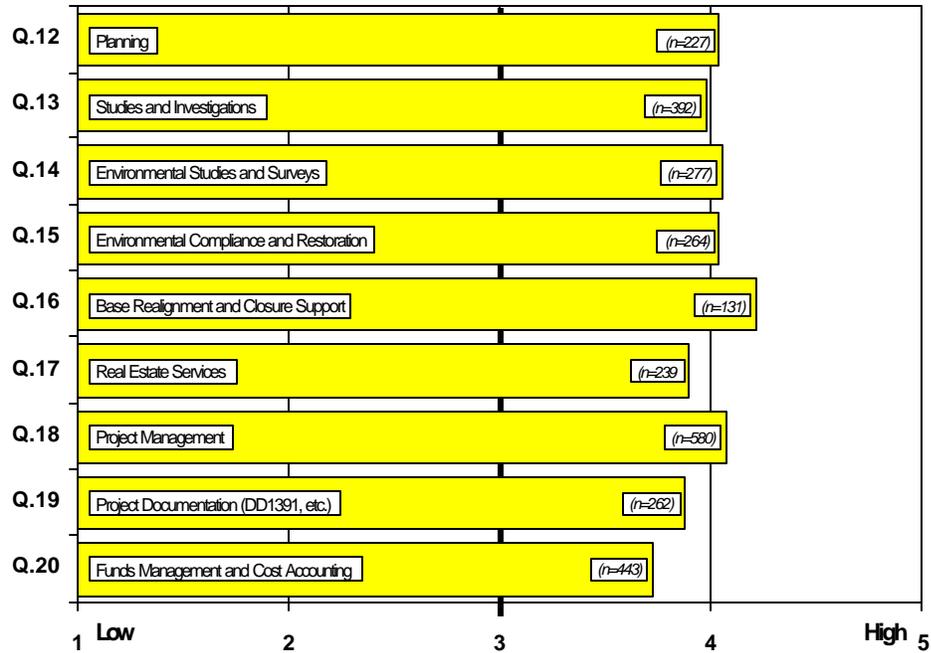


All the means in 1999 exceed the means in 1997 and 1998. However, none of these means are statistically different from the means in 1998.

6.B. Questions 12-30

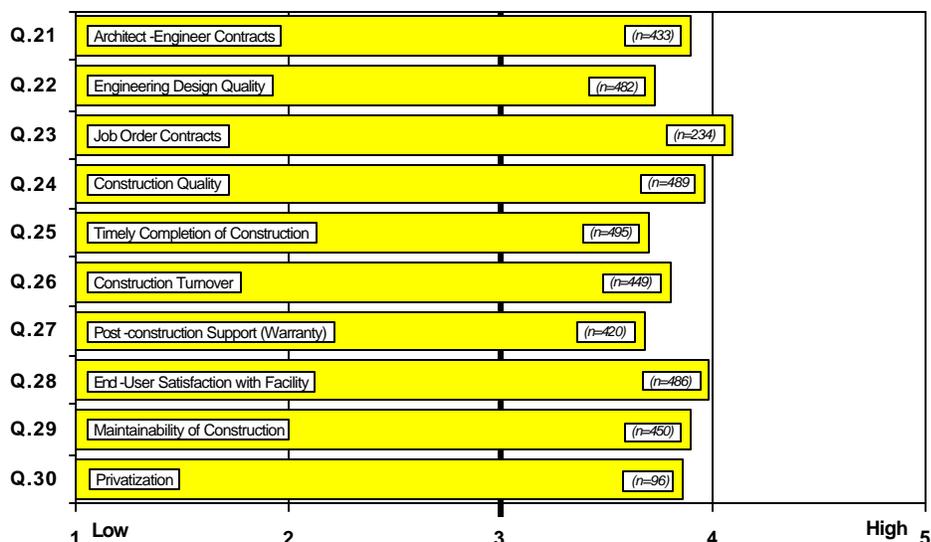
Figure 16 and **Figure 17** show Installation mean responses for Questions 12-30. The sample size (*n*) is shown in the box at the end of the bar.

Figure 16. Ratings of USACE by Installation Respondents - Questions 12-20



The two highest scores within the Q.12-Q.20 grouping are Q.16-*BRAC* (4.22) and Q.18-*Project Management* (4.08). The lowest score within this grouping is Q.20-*Funds Management and Cost Accounting* (3.73). Both Q.16 and Q.20 are statistically significantly different from Q.11-*Overall Level of Customer Satisfaction* (at a confidence level of 99% or better).

Figure 17. Ratings of USACE by Installation Respondents - Questions 21-30



Q.25-Timely Completion of Construction (3.70) and Q.27-Post-construction Support (Warranty) (3.68) have the lowest means in the Q.21-Q.30 grouping. Along with Q.22-Engineering Design Quality, Q.26-Construction Turnover and Q.29-Maintainability of Construction, they are statistically significantly different from Q.11 at a confidence level of 95% or better. The highest mean score is Q.23-Job Order Contracts (4.01). It is not statistically significantly different from Q.11, our base comparison.

As shown in **Table 16**, the number of responses for each of these questions varied considerably, from a low of 145 (Q.16) to a high of 503 (Q.18). In the table Rank is the relative ranking of Q.12-Q.30 from *highest to lowest* mean for each question within this particular group (Rank = 1 is the highest mean score). The Ranks for all five years are shown for comparative purposes.

Table 16. Ratings of USACE by Installation Respondents - Questions 12-30

Question	1999	Count	1995	1996	1997	1998	1999
	Mean		Rank	Rank	Rank	Rank	Rank
Q.12-Planning	3.95	228	7	6	7	5	5
Q.13-Studies & Investigations	3.91	361	3	5	5	9	7
Q.14-Environmental Studies	3.85	279	8	8	4	12	4
Q.15-Environmental Compliance	3.94	254	10	12	9	7	6
Q.16-BRAC	4.03	145	1	2	1	2	1
Q.17-Real Estate Services	3.87	243	6	9	10	11	10
Q.18-Project Management	4.05	503	2	3	2	1	3
Q.19-Project Documentation	3.75	236	16	4	13	15	13
Q.20-Funds Management	3.63	406	18	18	15	19	16
Q.21-A-E Contracts	3.91	398	12	11	6	10	11
Q.22-Engineering Design Quality	3.72	433	15	15	16	16	17
Q.23-Job Order Contracts	4.01	185	9	1	3	3	2
Q.24-Construction Quality	3.94	429	4	7	11	8	9

Question	1999 Mean	Count	1995 Rank	1996 Rank	1997 Rank	1998 Rank	1999 Rank
Q.25-Timely Construction	3.64	430	16	17	17	18	18
Q.26-Construction Turnover	3.78	381	11	13	14	14	15
Q.27-Post-construction Support	3.68	368	17	16	18	17	19
Q.28-End-User Satisfaction	3.95	416	5	10	8	6	8
Q.29-Maintainability	3.81	384	14	14	12	13	12
Q.30-Privatization	3.97	73	-	-	-	4	14

The two highest mean scores within the Q.12-Q.30 grouping are Q.16-*BRAC* and Q.23-*JOC*. Q.16 was consistently ranked either first or second in each prior survey year. Q.23 and Q.18 were ranked in the top three for the years 1996 through 1998.

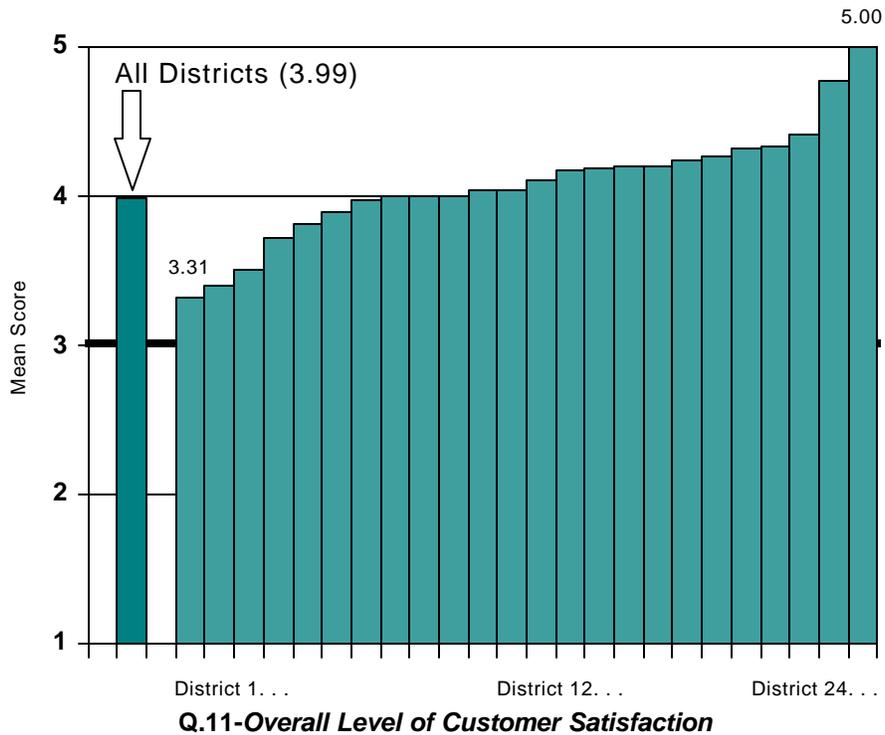
The four lowest mean scores within the Q.12-Q.30 grouping are Q.20-*Funds Management and Cost Accounting*, Q.22-*Engineering Design Quality*, Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. These four questions were also ranked lowest in 1995, 1996, 1997 and 1998.

All but three of the means for 1999 exceeded the observed means for 1998 for Q.12-Q.30, thus continuing the trend of increased customer satisfaction seen in prior years. The exceptions are Q.21-*Architect-Engineer Contracts* (a decrease of 0.1%), Q.27-*Post-construction Support (Warranty)* (no change), and Q.30-*Privatization* (a decrease of 2.7%). Q.14-*Environmental Studies and Surveys* showed an increase from 1998 to 1999 that is statistically significant at a confidence level of 95% or better.

6.C. Installation Data by District

Figure 18 shows for Q.11-*Overall Level of Customer Satisfaction*, the range of Installation customer responses by USACE Districts. The 692 Installation responses came from 24 Districts. The number of installation responses within these Districts ranged from 1 to 154. Individual Districts are not identified.

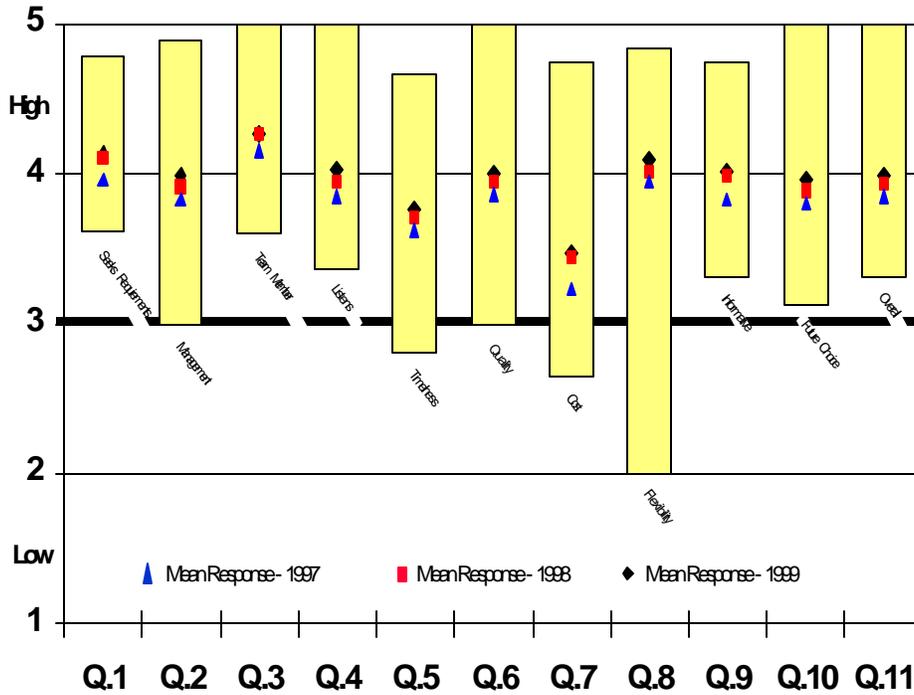
Figure 18. Comparison of Average Scores by District



For Installation respondents, the average rating (Q.11-Overall Level of Customer Satisfaction) by District ranges from a mean low of 3.31 to a mean high of 5.00. Shown on the left is the average score for all Districts (3.99) for comparative purposes. Seven of the 24 Districts fall below the overall average for all Districts while 17 place above.

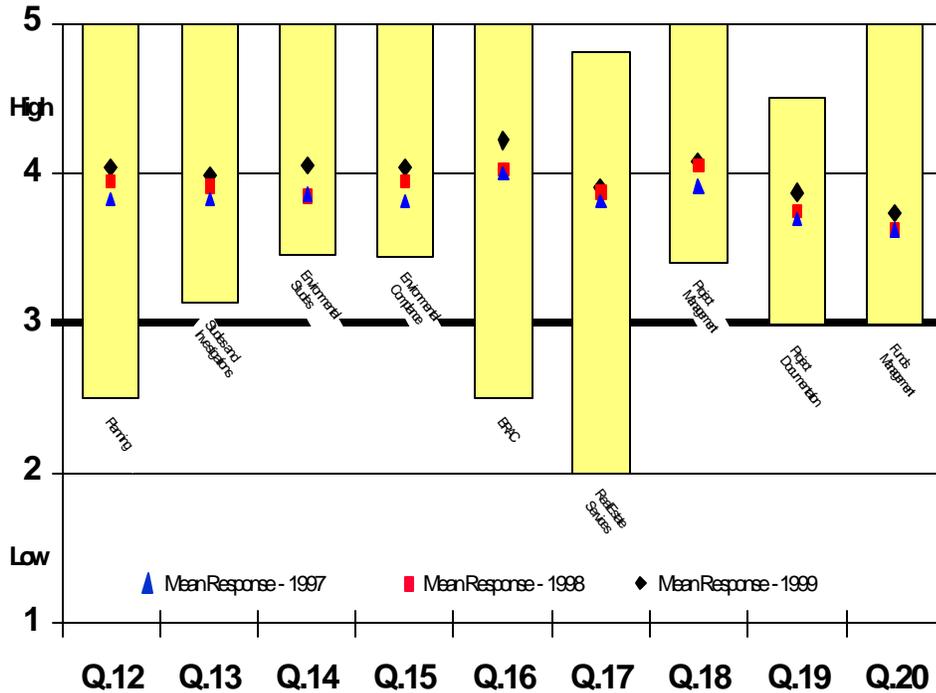
Figure 19, Figure 20, and Figure 21 show the ranges (minimum to maximum) of customer responses by USACE District for Q.1-Q.30. The bottom of the bar represents the lowest mean District score while the top of the bar represents the highest mean District score. The overall District mean for 1999 is shown as a diamond. For 1998, it is shown as a square, and for 1997, a triangle.

Figure 19. Range of Average Scores by District - Questions 1-11



All the 1999 means for Q.1-Q.11 were higher than the means for 1997 and 1998. The greatest range of response is found in the responses to Q.8-*Flexibility in Response to Customer's Needs*. The least range is found in the responses to Q.1-*Seeks Customer's Requirements*.

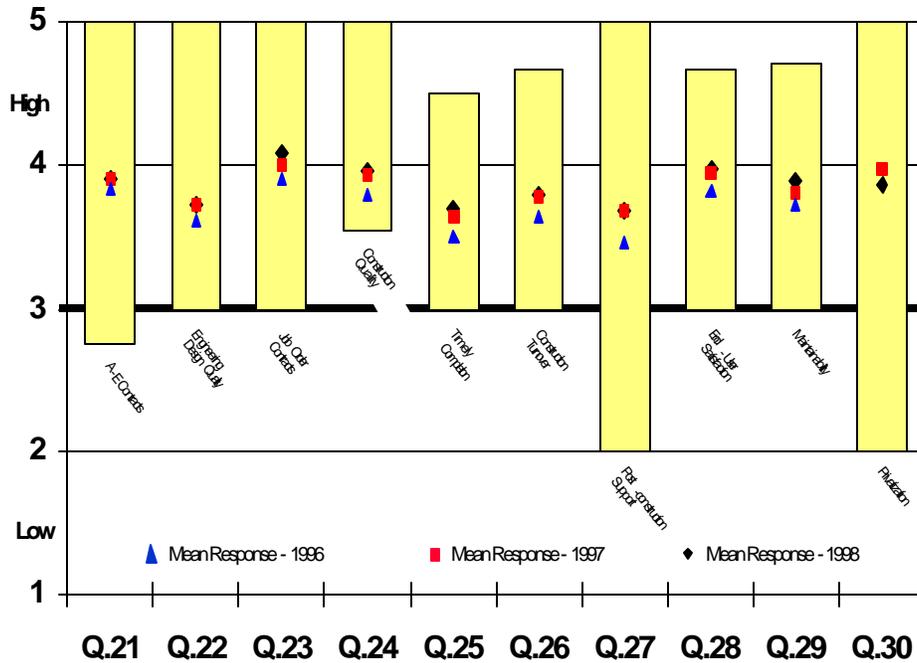
Figure 20. Range of Average Scores by District - Questions 12-20



All of the 1999 means are above the means for 1997 and 1998. For Q.14-*Environmental Studies*, the increase in the mean from 1998 to 1999 is statistically significant at a confidence level of 99% or better.

As shown on **Figure 20**, the greatest range of response is found in the response to Q.17-*Real Estate Services*. Q.19-*Project Documentation* showed the smallest range.

Figure 21. Range of Average Scores by District - Questions 21-30



All but three of the 1999 means are above the means for 1998. The exceptions are Q.21-*Architect-Engineer Contracts* (a decrease of 0.1%), Q.27-*Post-construction Support (Warranty)* (no change), and Q.30-*Privatization* (a decrease of 2.7%). Q.30-*Privatization* had the largest range. The means in 1999 are also all above the means in 1997. The smallest range was for Q.24-*Construction Quality* and the greatest range is for Q.27-*Post-construction Support (Warranty)*.

7. Written Comments

This year, for the first time, the comments were evaluated by various key word categories. As a result, individual respondents could be rated by more than one measure. This change has two immediate impacts.

- This more precise distribution of responses enables a more distinct categorization into plus or minus scores. As a result, there are fewer ambiguous (plus/minus) scores than reflected in prior years. It must be cautioned that this year's compilation is not directly comparable with prior year's analyses.
- The total number of evaluated comments does not reflect the actual number of respondents, but is instead a function of responses and keyword categories.

The comments have had all references to places and individuals removed to protect anonymity. Comments were rated as being plus (positive), minus (negative), plus/minus (mixed positive/negative), or neutral. Ratings of comments are a subjective analysis. The plus/minus rating was given where the comments had both positive and negative statements. Given the myriad of services provided by the Corps and the different personnel assigned to each, respondents had either positive or negative reactions as a project went through its various phases. Neutral responses were those providing suggestions for future Corps action without any indication whether the respondent was satisfied or dissatisfied with existing conditions. Comment response rates are shown as percentages rather than as actual counts.

Some comments were discarded, such as cases in which a respondent simply stated the basis upon which the ratings are based ("my relationship is with the _____ District"). In other cases, a plus/minus comment is defined as "These comments are general in nature since we are more satisfied with one District than two other Districts." It is a positive comment for the one District, but could be interpreted as a minus for the Corps as a whole (why aren't all Districts rated highly?).

Of the 745 responses received, 503 (68%) contained written comments. Of these, Army responses included 268 with comments (66% of 404 responses), Air Force included 132 with comments (69% of 190 responses), and Other included 103 with comments (68% of 151 responses). Overall, the most frequently referenced keywords related to *Overall Satisfaction* (28% of all references with a 76% positive response), *Personnel* (13% of all references with a 95% positive response), and *Design* (8% of all references with a 73% negative response). Of the 465 keyword references by Army customers, the most frequent comments related to *Overall Satisfaction* (67% positive response), *Personnel* (97% positive response), and *Design* (78% negative response). Of the 236 keyword references by Air Force customers, the most frequent comments related to *Overall Satisfaction* (83% positive response), *Design* (74% negative response), and *Personnel* (92% positive response). Of the 181 keyword references by Other customers, the most frequent comments related to *Overall Satisfaction* (90% positive response), *Personnel* (91% positive response), and *Timeliness* (100% negative response).

Table 17 shows comment response rates by organization and by customer group level.

Table 17. Comment Response Rates by Organization Level and Customer Groups

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of References</u>
Army	46%	9%	0%	45%	465
FORSCOM	55%	9%	0%	36%	66
Material Command	51%	3%	0%	46%	78
TRADOC	55%	12%	0%	32%	74
Other Army	40%	10%	0%	50%	247
Air Force	44%	8%	0%	48%	236
Air Combat Command	50%	10%	0%	40%	60
Air Mobility Command	83%	0%	0%	17%	6
AF Materiel Command	38%	5%	0%	57%	42
Other Air Force	41%	9%	0%	50%	128
Other	45%	10%	1%	44%	181
Department of Defense	44%	10%	1%	45%	127
Non-DoD	48%	9%	0%	43%	54
All Respondents	46%	9%	0%	45%	882

Table 18, Table 19, and Table 20 show respectively Army, Air Force, and Other comment response rates by key word. **Table 21** shows USACE comment response rates by key word. (Note that percentages may not add to 100 due to rounding error.)

Table 18. Army Comment Response Rates by Key Word

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of References</u>
BRAC	88%	13%	0%	0%	8
Communications	28%	8%	0%	64%	25
Construction Completion	33%	0%	0%	67%	3
Construction Quality	44%	0%	0%	56%	9
Cost	3%	3%	0%	93%	30
Design	19%	3%	0%	78%	32
Design-Build	50%	0%	0%	50%	4
Documentation	0%	0%	0%	100%	2
Environmental	87%	0%	0%	13%	15
Flexibility	0%	0%	0%	100%	2
Funds Management	0%	0%	0%	100%	12
One Door to the Corps	100%	0%	0%	0%	2
Overall Satisfaction	67%	18%	0%	15%	123
Partnering	50%	13%	0%	38%	8
Personnel	97%	2%	0%	2%	66
PM Forward	100%	0%	0%	0%	1
Project Close-out	0%	0%	0%	100%	6
Project Management	28%	22%	0%	50%	32
Real Estate	53%	13%	0%	33%	15
Responsiveness	30%	0%	0%	70%	10
Staffing	5%	0%	0%	95%	19

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of References</u>
Timeliness	0%	4%	0%	96%	26
Warranty	0%	14%	0%	86%	14
Total Army	46%	9%	0%	45%	465

Table 19. Air Force Comment Response Rates by Key Word

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of References</u>
Communications	15%	23%	0%	62%	13
Construction Completion	0%	0%	0%	100%	4
Construction Quality	0%	50%	0%	50%	2
Cost	8%	0%	0%	92%	13
Design	11%	15%	0%	74%	27
Design-Build	100%	0%	0%	0%	2
Documentation	0%	0%	0%	100%	2
Flexibility	0%	0%	0%	100%	2
Funds Management	0%	0%	0%	100%	11
Overall Satisfaction	83%	10%	0%	7%	70
Partnering	86%	14%	0%	0%	7
Personnel	92%	4%	0%	4%	24
PM Forward	100%	0%	0%	0%	1
Project Close-out	0%	0%	0%	100%	8
Project Management	40%	13%	0%	47%	15
Real Estate	100%	0%	0%	0%	2
Responsiveness	100%	0%	0%	0%	2
Staffing	0%	0%	0%	100%	12
Timeliness	0%	0%	0%	100%	15
Warranty	0%	0%	0%	100%	4
Total Air Force	44%	8%	0%	48%	236

Table 20. Other Comment Response Rates by Key Word

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of References</u>
BRAC	100%	0%	0%	0%	1
Communications	10%	10%	0%	80%	10
Construction Quality	0%	0%	0%	100%	1
Cost	0%	7%	0%	93%	14
Design	18%	27%	0%	55%	11
Environmental	40%	0%	0%	60%	5
Funds Management	8%	17%	0%	75%	12
Overall Satisfaction	90%	8%	0%	2%	52
Partnering	0%	0%	0%	100%	2
Personnel	91%	9%	0%	0%	23
Project Close-out	0%	0%	0%	100%	3
Project Management	45%	27%	0%	27%	11

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of References</u>
Real Estate	100%	0%	0%	0%	2
Staffing	0%	11%	11%	78%	9
Timeliness	0%	0%	0%	100%	20
Warranty	0%	0%	0%	100%	4
Total Other	45%	10%	1%	44%	181

Table 21. Total USACE Comment Response Rates by Key Word

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of References</u>
BRAC	89%	11%	0%	0%	9
Communications	21%	13%	0%	67%	48
Construction Completion	14%	0%	0%	86%	7
Construction Quality	33%	8%	0%	58%	12
Cost	4%	4%	0%	93%	57
Design	16%	11%	0%	73%	70
Design-Build	67%	0%	0%	33%	6
Documentation	0%	0%	0%	100%	4
Environmental	75%	0%	0%	25%	20
Flexibility	0%	0%	0%	100%	4
Funds Management	0%	0%	0%	100%	12
One Door to the Corps	100%	0%	0%	0%	2
Overall Satisfaction	76%	13%	0%	10%	245
Partnering	59%	12%	0%	29%	17
Personnel	95%	4%	0%	2%	113
PM Forward	50%	0%	0%	50%	2
Project Close-out	0%	0%	0%	100%	17
Project Management	34%	21%	0%	35%	58
Real Estate	63%	11%	0%	26%	19
Responsiveness	42%	0%	0%	58%	12
Staffing	3%	3%	3%	93%	40
Timeliness	0%	2%	0%	98%	61
Warranty	0%	9%	0%	91%	22
Total Respondents	46%	9%	0%	45%	882

8. Conclusions

The results from the fifth USACE-wide MP customer satisfaction survey continue to be encouraging. Overall, USACE Military Programs scored well in customer satisfaction, with the vast majority of customers placing their responses well above “3”. Using a scale where 1 is Low and 5 is High, the average response for the 745 customers was 3.93 for Questions 1-10. This represents an increase over the 1998 value of 3.90 (in 1997, the value was 3.79). The increase in both years was statistically significant at a confidence level of 99% or better.

In Section I (Questions 1-11), the customer satisfaction responses were displayed in three broad categories: those areas where the Corps performed significantly above the mean (*Highs*), those where the Corps performed significantly below the mean (*Lows*), and those scores which fell in between (*Middles*). Only questions whose means exhibited a significant difference relative to the means of other questions were classified into the *High* or *Low* group. As in 1997 and 1998, the *Highs* were generally Q.3-*Treats Customer as Team Member*. The *Lows* were generally Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*.

For Q.1-Q.11, the Corps received the lowest ratings from Army customers. Air Force customers gave the highest ratings in five questions, and Other customers accounted for three questions. (The remaining two questions were a tie between Air Force and Other customers.) For all three Customer Groups, the two lowest ranked questions are Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*. On the high side, Q.3-*Treats Customer as Team Member*, continued to receive high rankings from all three customer groups-Army, Air Force and Other. This follows a similar pattern in each prior survey.

In Section II (Questions 12-30), each Customer Group gave the lowest mean score to a different question. For Army, it was Q.27-*Post-construction Support (Warranty)*; for Air Force, it was Q.22-*Engineering Design Quality*, and for Other, it was Q.20-*Funds Management and Cost Accounting*. USACE received the highest marks from Army for Q.16-*BRAC*. For Air Force, the highest marks were received for Q.30-*Privatization*, while Other customers gave Q.16-*BRAC* their highest mean score.

Approximately 68% of survey respondents made comments in Section III of the Questionnaire. As organized by subject (keyword) references, 46% of the responses were positive, 45% were negative, and the remainder were mixed positive/negative. These comments provide anecdotal support for the numerical scores customers gave USACE.

This fifth survey provides Military Programs with the ability to compare its progress in meeting customer's expectations and needs over a five-year period. In 1999, the mean response for Questions 1 through Questions 11 for All Respondents rose, thus indicating that the Corps continues to improve customer satisfaction.

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)
APPENDIX I
CUSTOMER SATISFACTION SURVEY

**CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS - 1999
U.S. ARMY CORPS OF ENGINEERS**

We at the _____ District are committed to improving service to our customers and would like to know how well we are doing. Please rate your **Level of Satisfaction** with our performance over the past year. **Your straightforward** answers will help us to identify areas needing improvement. For assistance of any type, please call (*insert person's name and phone no.*); our FAX number is xxx-xxx-xxxx. **Thank you for your cooperation.**

SECTION 1 -- OVERALL SATISFACTION

Please mark *Not Applicable* (N/A) for any questions that do not apply to your organization.

Please mark your LEVEL of Satisfaction.

	The _____ District:	Satisfaction					
		Low			High	N/A	
1.	Seeks Your Requirements	1	2	3	4	5	N/A
2.	Manages Your Projects/Programs Effectively	1	2	3	4	5	N/A
3.	Treats You as an Important Member of the Team	1	2	3	4	5	N/A
4.	Resolves Your Concerns	1	2	3	4	5	N/A
5.	Provides Timely Services	1	2	3	4	5	N/A
6.	Delivers Quality Products and Services	1	2	3	4	5	N/A
7.	Delivers Products and Services at Reasonable Cost	1	2	3	4	5	N/A
8.	Displays Flexibility in Responding to Your Needs	1	2	3	4	5	N/A
9.	Keeps You Informed	1	2	3	4	5	N/A
10.	Would Be Your Choice for Future Projects/Services	1	2	3	4	5	N/A
11.	Your OVERALL Level of Customer Satisfaction	1	2	3	4	5	N/A

PLEASE FINISH THIS SURVEY ON THE NEXT PAGE AND GIVE US ANY COMMENTS OR SUGGESTIONS FOR HOW WE CAN IMPROVE.

NOTE: Data from this questionnaire will be used by the District to improve service. Information will also be tabulated for national statistical purposes. Respondents will not be identified by name or organization in the USACE statistical reports.

**1999 CUSTOMER SATISFACTION SURVEY
USACE -- MILITARY PROGRAMS**

SECTION 2 -- SPECIFIC SERVICES AND PRODUCTS

How satisfied are you with how the _____ District has performed these *specific* project tasks in the last 12 months? Please mark *Not Applicable* (N/A) for questions that do not apply to your organization.

Please mark your **LEVEL** of Satisfaction.

	The _____ District's Performance in:	Satisfaction					N/A
		Low		High			
12.	Planning Services (e.g., Master Planning)	1	2	3	4	5	N/A
13.	Studies and Investigations	1	2	3	4	5	N/A
14.	Environmental Studies and Surveys	1	2	3	4	5	N/A
15.	Environmental Compliance and Restoration	1	2	3	4	5	N/A
16.	Base Realignment and Closure Support	1	2	3	4	5	N/A
17.	Real Estate Services (e.g., Acquisition, Disposal, Leasing)	1	2	3	4	5	N/A
18.	Project Management Services	1	2	3	4	5	N/A
19.	Project Documentation (DD 1391, etc.)	1	2	3	4	5	N/A
20.	Funds Management and Cost Accounting	1	2	3	4	5	N/A
21.	Architect-Engineer Contracts	1	2	3	4	5	N/A
22.	Engineering Design Quality	1	2	3	4	5	N/A
23.	Job Order Contracts	1	2	3	4	5	N/A
24.	Construction Quality	1	2	3	4	5	N/A
25.	Timely Completion of Construction	1	2	3	4	5	N/A
26.	Construction Turnover	1	2	3	4	5	N/A
27.	Contract Warranty Support	1	2	3	4	5	N/A
28.	End-user Satisfaction with Facility	1	2	3	4	5	N/A
29.	Maintainability of Construction	1	2	3	4	5	N/A
30.	Privatization Support	1	2	3	4	5	N/A
	Optional Question # 1 { Note: Districts may add up to }	1	2	3	4	5	N/A
	Optional Question # 2 { 3 specific questions here. }	1	2	3	4	5	N/A
	Optional Question # 3 { Please Delete if not used. }	1	2	3	4	5	N/A

**1999 CUSTOMER SATISFACTION SURVEY
USACE -- MILITARY PROGRAMS**

SECTION 3 -- NARRATIVE COMMENTS

COMMENTS / SUGGESTIONS:

INFORMATION ABOUT YOU:

Installation/Base Name: _____

Your Name and Title: _____

Your Office Telephone No.: () _____

Would you like us to contact you? Yes _____ No _____

Please fold this form and drop it in the mail using the prestamped envelope, or FAX it to
(phone no.). Thanks.

USACE Customer Survey, ATTN: { POC Name Here }
District Name
District Address
City, State Zip Code

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)

APPENDICES II-V

CUSTOMER DATA

Questions	The survey questions
N ₍₁₎	Number of customers rating the Corps as "1" for each question
N ₍₂₎	Number of customers rating the Corps as "2" for each question
N ₍₃₎	Number of customers rating the Corps as "3" for each question
N ₍₄₎	Number of customers rating the Corps as "4" for each question
N ₍₅₎	Number of customers rating the Corps as "5" for each question
N ₍₁₋₅₎	Sum of number of customers rating the Corps on each question
Mean	The mean based upon the responses to each question
Standard Deviation	The standard deviation based upon the responses to each question

**US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)**

APPENDIX II

DATA FROM ALL RESPONDENTS:

**All Respondents
Army Customers
Air Force Customers
Other Customers**

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: All Customers

Survey year: 1999
Total responses: 745

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	3.0	35.0	129.3	262.7	289.0	719	4.11	0.8959
2 Management	15.0	55.0	119.2	282.8	252.0	724	3.97	1.0017
3 TeamMember	8.0	40.0	88.0	216.5	380.5	733	4.26	0.9438
4 Listens	7.0	52.5	130.7	287.3	259.5	737	4.00	0.9492
5 Timeliness	23.0	73.5	169.3	257.2	211.0	734	3.76	1.0704
6 Quality	12.0	37.0	131.5	316.0	233.5	730	3.99	0.9229
7 Cost	31.0	80.7	235.3	233.0	112.0	692	3.45	1.0369
8 Flexibility	9.0	40.0	115.7	286.3	281.0	732	4.08	0.9306
9 Informative	16.0	47.0	138.0	260.5	277.5	739	4.00	1.0064
10 FutureChoice	20.0	49.0	135.8	264.2	247.0	716	3.93	1.0281
11 Overall	8.5	39.5	137.3	320.2	226.5	732	3.98	0.9045
12 Planning	2.0	12.0	46.0	96.0	83.0	239	4.03	0.9047
13 Studies	3.0	19.0	90.0	185.0	123.0	420	3.97	0.8678
14 EnvStudies	3.0	17.0	44.0	127.0	103.0	294	4.05	0.9072
15 EnvCompliance	3.0	13.0	43.5	129.5	87.0	276	4.03	0.8723
16 BRAC	1.0	5.0	17.0	56.0	59.0	138	4.21	0.8497
17 RealEstate	6.0	21.0	50.0	95.0	90.0	262	3.92	1.0292
18 ProjMan	10.0	36.0	93.0	253.0	226.0	618	4.05	0.9454
19 ProjDoc	3.5	20.5	60.0	120.5	79.5	284	3.89	0.9388
20 FundsMgmt	19.0	42.5	109.5	199.5	107.5	478	3.70	1.0387
21 AEContracts	5.0	27.0	100.0	207.0	123.0	462	3.90	0.8976
22 EngDesQual	11.0	35.0	142.0	224.0	102.0	514	3.72	0.9295
23 JOC	3.0	6.0	42.0	108.0	85.0	244	4.09	0.8511
24 ConsQual	3.5	22.5	112.5	245.5	139.0	523	3.94	0.8435
25 ConsCompletion	16.0	52.0	140.5	204.0	117.5	530	3.67	1.0217
26 ConsTurnover	8.0	23.0	137.0	200.5	106.5	475	3.79	0.9027
27 ConsPostSupport	10.0	43.0	120.5	186.0	87.5	447	3.67	0.9708
28 EndUserSat	3.0	21.0	109.5	246.5	137.0	517	3.95	0.8311
29 Maintainability	2.0	22.0	111.0	238.0	106.0	479	3.89	0.8140
30 Privatization	1.0	11.0	20.0	34.0	34.0	100	3.89	1.0337
<i>Questions 1-10</i>	<i>144.0</i>	<i>509.7</i>	<i>1,392.8</i>	<i>2,666.5</i>	<i>2,543.0</i>	<i>7,256</i>	<i>3.96</i>	<i>1.0002</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: Army

Survey year: 1999
Total responses: 404

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	2.0	25.0	78.3	139.7	152.0	397	4.04	0.9368
2 Management	6.0	39.0	69.7	147.8	133.5	396	3.92	1.0195
3 TeamMember	6.0	31.0	57.0	115.0	193.0	402	4.14	1.0237
4 Listens	3.0	32.5	76.2	161.8	128.5	402	3.95	0.9482
5 Timeliness	13.0	49.0	92.3	139.2	105.5	399	3.69	1.0895
6 Quality	7.0	26.0	74.5	174.0	117.5	399	3.92	0.9468
7 Cost	24.0	53.7	139.8	109.5	50.0	377	3.29	1.0674
8 Flexibility	5.0	28.0	69.7	152.3	145.0	400	4.01	0.9651
9 Informative	12.0	32.0	80.5	131.0	147.5	403	3.92	1.0712
10 FutureChoice	13.0	31.0	90.8	133.2	125.0	393	3.83	1.0660
11 Overall	4.5	25.5	87.3	163.7	117.0	398	3.91	0.9305
12 Planning	2.0	7.0	34.0	65.0	41.0	149	3.91	0.8999
13 Studies	2.0	16.0	50.0	111.0	57.0	236	3.87	0.8871
14 EnvStudies	2.0	12.0	29.0	83.0	64.0	190	4.03	0.9168
15 EnvCompliance	2.0	9.0	33.0	88.0	52.0	184	3.97	0.8711
16 BRAC	1.0	3.0	13.0	42.0	43.0	102	4.21	0.8483
17 RealEstate	4.0	16.0	30.0	57.0	64.0	171	3.94	1.0666
18 ProjMan	5.0	22.5	61.0	140.0	112.5	341	3.98	0.9522
19 ProjDoc	3.5	14.5	40.0	70.5	46.5	175	3.81	0.9878
20 FundsMgmt	12.0	27.5	58.5	105.5	50.5	254	3.61	1.0677
21 AEContracts	3.0	20.0	59.0	97.5	57.5	237	3.79	0.9494
22 EngDesQual	7.0	22.0	77.5	122.5	54.0	283	3.69	0.9506
23 JOC	1.0	5.0	30.0	57.0	51.0	144	4.06	0.8753
24 ConsQual	2.5	16.5	77.0	129.5	56.5	282	3.78	0.8620
25 ConsCompletion	10.0	34.0	78.5	113.5	53.0	289	3.57	1.0286
26 ConsTurnover	7.0	17.0	76.0	114.0	44.0	258	3.66	0.9287
27 ConsPostSupport	8.0	28.0	66.0	107.0	32.0	241	3.53	0.9748
28 EndUserSat	2.0	14.0	76.0	128.5	58.5	279	3.82	0.8461
29 Maintainability	2.0	19.0	70.0	116.5	49.5	257	3.75	0.8779
30 Privatization	1.0	10.0	19.0	28.0	27.0	85	3.82	1.0485
<i>Questions 1-10</i>	<i>91.0</i>	<i>347.2</i>	<i>828.8</i>	<i>1,403.5</i>	<i>1,297.5</i>	<i>3,968</i>	<i>3.87</i>	<i>1.0377</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: Air Force

Survey year: 1999
Total responses: 190

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	5.0	31.0	71.0	78.0	185	4.20	0.8129
2 Management	5.0	9.0	27.0	87.5	57.5	186	3.99	0.9457
3 TeamMember	1.0	6.0	16.0	56.5	107.5	187	4.41	0.8205
4 Listens	2.0	14.0	27.0	69.0	76.0	188	4.08	0.9696
5 Timeliness	4.0	14.0	48.5	65.0	55.5	187	3.82	1.0112
6 Quality	3.0	9.0	31.0	87.0	56.0	186	3.99	0.9004
7 Cost	4.0	13.0	56.5	75.5	30.0	179	3.64	0.9218
8 Flexibility	3.0	5.0	28.0	73.0	77.0	186	4.16	0.8919
9 Informative	2.0	4.0	37.0	75.0	70.0	188	4.10	0.8624
10 FutureChoice	4.0	10.0	23.0	79.0	68.0	184	4.07	0.9527
11 Overall	2.0	8.0	25.0	95.0	58.0	188	4.06	0.8413
12 Planning	0.0	4.0	7.0	12.0	16.0	39	4.03	1.0127
13 Studies	0.0	1.0	23.0	45.0	29.0	98	4.04	0.7587
14 EnvStudies	1.0	4.0	4.0	23.0	17.0	49	4.04	0.9781
15 EnvCompliance	0.0	2.0	4.0	23.0	17.0	46	4.20	0.7780
16 BRAC	0.0	2.0	2.0	9.0	8.0	21	4.10	0.9437
17 RealEstate	2.0	4.0	14.0	26.0	12.0	58	3.72	0.9875
18 ProjMan	3.0	7.5	16.5	73.5	59.5	160	4.12	0.9068
19 ProjDoc	0.0	3.0	13.0	26.0	11.0	53	3.85	0.8180
20 FundsMgmt	5.0	6.0	31.0	61.0	29.0	132	3.78	0.9675
21 AEContracts	1.0	4.0	31.0	67.0	34.0	137	3.94	0.8114
22 EngDesQual	4.0	6.0	51.5	60.0	22.5	144	3.63	0.8948
23 JOC	0.0	0.0	8.0	31.0	16.0	55	4.15	0.6503
24 ConsQual	0.0	4.0	25.5	74.0	49.5	153	4.10	0.7666
25 ConsCompletion	4.0	13.0	45.0	55.5	33.5	151	3.67	1.0009
26 ConsTurnover	1.0	5.0	45.0	56.5	31.5	139	3.81	0.8532
27 ConsPostSupport	2.0	10.0	35.5	54.0	28.5	130	3.75	0.9385
28 EndUserSat	1.0	4.0	21.5	78.0	44.5	149	4.08	0.7800
29 Maintainability	0.0	3.0	27.0	88.5	28.5	147	3.97	0.6793
30 Privatization	0.0	0.0	1.0	5.0	4.0	10	4.30	0.6749
<i>Questions 1-10</i>	<i>28.0</i>	<i>89.0</i>	<i>325.0</i>	<i>738.5</i>	<i>675.5</i>	<i>1,856</i>	<i>4.05</i>	<i>0.9300</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: Other

Survey year: 1999
Total responses: 151

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	5.0	20.0	52.0	59.0	137	4.19	0.8705
2 Management	4.0	7.0	22.5	47.5	61.0	142	4.09	1.0190
3 TeamMember	1.0	3.0	15.0	45.0	80.0	144	4.39	0.8117
4 Listens	2.0	6.0	27.5	56.5	55.0	147	4.06	0.9212
5 Timeliness	6.0	10.5	28.5	53.0	50.0	148	3.88	1.0831
6 Quality	2.0	2.0	26.0	55.0	60.0	145	4.17	0.8661
7 Cost	3.0	14.0	39.0	48.0	32.0	136	3.68	1.0175
8 Flexibility	1.0	7.0	18.0	61.0	59.0	146	4.16	0.8712
9 Informative	2.0	11.0	20.5	54.5	60.0	148	4.08	0.9815
10 FutureChoice	3.0	8.0	22.0	52.0	54.0	139	4.05	0.9878
11 Overall	2.0	6.0	25.0	61.5	51.5	146	4.06	0.9021
12 Planning	0.0	1.0	5.0	19.0	26.0	51	4.37	0.7473
13 Studies	1.0	2.0	17.0	29.0	37.0	86	4.15	0.9012
14 EnvStudies	0.0	1.0	11.0	21.0	22.0	55	4.16	0.8111
15 EnvCompliance	1.0	2.0	6.5	18.5	18.0	46	4.10	0.9552
16 BRAC	0.0	0.0	2.0	5.0	8.0	15	4.40	0.7368
17 RealEstate	0.0	1.0	6.0	12.0	14.0	33	4.18	0.8461
18 ProjMan	2.0	6.0	15.5	39.5	54.0	117	4.18	0.9645
19 ProjDoc	0.0	3.0	7.0	24.0	22.0	56	4.16	0.8480
20 FundsMgmt	2.0	9.0	20.0	33.0	28.0	92	3.83	1.0442
21 AEContracts	1.0	3.0	10.0	42.5	31.5	88	4.14	0.8355
22 EngDesQual	0.0	7.0	13.0	41.5	25.5	87	3.98	0.8792
23 JOC	2.0	1.0	4.0	20.0	18.0	45	4.13	0.9909
24 ConsQual	1.0	2.0	10.0	42.0	33.0	88	4.18	0.8101
25 ConsCompletion	2.0	5.0	17.0	35.0	31.0	90	3.98	0.9827
26 ConsTurnover	0.0	1.0	16.0	30.0	31.0	78	4.17	0.7964
27 ConsPostSupport	0.0	5.0	19.0	25.0	27.0	76	3.97	0.9377
28 EndUserSat	0.0	3.0	12.0	40.0	34.0	89	4.18	0.7915
29 Maintainability	0.0	0.0	14.0	33.0	28.0	75	4.19	0.7296
30 Privatization	0.0	1.0	0.0	1.0	3.0	5	4.20	1.3038
<i>Questions 1-10</i>	<i>25.0</i>	<i>73.5</i>	<i>239.0</i>	<i>524.5</i>	<i>570.0</i>	<i>1,432</i>	<i>4.08</i>	<i>0.9603</i>

**US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)**

APPENDIX III

DATA FROM ALL RESPONDENTS BY MAJOR COMMAND:

**Army Material Command
FORSCOM
TRADOC
Other Army Customers**

**Air Combat Command
Air Force Materiel Command
Air Mobility Command
Other Air Force Customers**

**Department of Defense Customers
Non-DOD Customers**

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Army Materiel Command

Survey year: 1999
Total responses: 68

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	2.0	12.0	26.0	27.0	67	4.16	0.8275
2 Management	1.0	7.0	9.5	27.5	21.0	66	3.92	1.0156
3 TeamMember	1.0	4.0	8.5	24.5	29.0	67	4.14	0.9626
4 Listens	1.0	3.0	11.0	35.0	17.0	67	3.96	0.8605
5 Timeliness	2.0	6.0	15.0	31.0	12.0	66	3.68	0.9792
6 Quality	1.0	4.0	9.0	32.5	19.5	66	3.99	0.9072
7 Cost	3.0	4.0	29.0	21.0	5.0	62	3.34	0.9043
8 Flexibility	0.0	6.0	12.0	27.0	22.0	67	3.97	0.9370
9 Informative	1.0	3.0	13.0	24.5	25.5	67	4.05	0.9480
10 FutureChoice	1.0	3.0	14.0	30.0	19.0	67	3.94	0.9025
11 Overall	0.5	3.5	15.0	29.5	18.5	67	3.93	0.8844
12 Planning	0.0	1.0	3.0	9.0	7.0	20	4.10	0.8522
13 Studies	0.0	1.0	6.0	16.0	15.0	38	4.18	0.8005
14 EnvStudies	0.0	1.0	4.0	18.0	13.0	36	4.19	0.7491
15 EnvCompliance	0.0	1.0	2.0	20.0	10.0	33	4.18	0.6826
16 BRAC	0.0	1.0	2.0	11.0	12.0	26	4.31	0.7884
17 RealEstate	1.0	6.0	10.0	7.0	10.0	34	3.56	1.1855
18 ProjMan	0.0	4.0	7.0	25.0	19.0	55	4.07	0.8789
19 ProjDoc	0.0	0.0	5.0	15.0	7.0	27	4.07	0.6752
20 FundsMgmt	1.0	2.0	13.0	17.0	9.0	42	3.74	0.9386
21 AEContracts	0.0	6.0	8.0	12.5	10.5	37	3.74	1.0549
22 EngDesQual	3.0	2.0	15.0	12.0	7.0	39	3.46	1.0966
23 JOC	1.0	0.0	3.0	11.0	6.0	21	4.00	0.9487
24 ConsQual	0.0	2.0	11.5	18.5	7.0	39	3.78	0.8054
25 ConsCompletion	1.0	6.0	11.5	16.5	4.0	39	3.42	0.9668
26 ConsTurnover	0.0	1.0	12.0	17.0	3.0	33	3.67	0.6922
27 ConsPostSupport	0.0	4.0	7.0	16.0	4.0	31	3.65	0.8774
28 EndUserSat	0.0	2.0	15.0	16.0	6.0	39	3.67	0.8057
29 Maintainability	0.0	1.0	10.0	17.5	4.5	33	3.77	0.7245
30 Privatization	0.0	2.0	3.0	4.0	3.0	12	3.67	1.0731
<i>Questions 1-10</i>	<i>11.0</i>	<i>42.0</i>	<i>133.0</i>	<i>279.0</i>	<i>197.0</i>	<i>662</i>	<i>3.92</i>	<i>0.9470</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Army FORSCOM

Survey year: 1999
Total responses: 62

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	4.0	10.0	18.0	29.0	61	4.18	0.9400
2 Management	0.0	2.0	9.0	25.0	25.0	61	4.20	0.8128
3 TeamMember	2.0	4.0	10.0	13.0	33.0	62	4.15	1.1139
4 Listens	0.0	3.5	9.5	21.0	28.0	62	4.19	0.8996
5 Timeliness	2.0	4.0	14.0	19.0	23.0	62	3.92	1.0758
6 Quality	2.0	3.0	10.0	22.0	25.0	62	4.05	1.0311
7 Cost	2.0	5.0	17.5	22.5	14.0	61	3.68	1.0269
8 Flexibility	1.0	3.0	9.0	19.0	30.0	62	4.19	0.9724
9 Informative	2.0	6.0	9.0	16.0	29.0	62	4.03	1.1447
10 FutureChoice	0.0	5.0	10.0	19.0	27.0	61	4.11	0.9678
11 Overall	0.0	3.0	12.5	20.5	24.0	60	4.09	0.9019
12 Planning	0.0	3.0	4.0	9.0	9.0	25	3.96	1.0198
13 Studies	0.0	3.0	9.0	14.0	10.0	36	3.86	0.9305
14 EnvStudies	1.0	1.0	5.0	12.0	14.0	33	4.12	0.9924
15 EnvCompliance	0.0	2.0	7.0	15.0	10.0	34	3.97	0.8699
16 BRAC	0.0	0.0	1.0	7.0	6.0	14	4.36	0.6333
17 RealEstate	1.0	2.0	4.0	9.0	11.0	27	4.00	1.1094
18 ProjMan	0.0	3.5	5.5	21.0	20.0	50	4.15	0.8850
19 ProjDoc	0.5	1.5	5.0	7.0	10.0	24	4.02	1.0527
20 FundsMgmt	1.0	2.5	10.5	22.0	7.0	43	3.73	0.8921
21 AEContracts	0.0	1.0	13.0	14.0	10.0	38	3.87	0.8438
22 EngDesQual	0.0	4.0	14.5	13.5	12.0	44	3.76	0.9644
23 JOC	0.0	0.0	7.0	4.0	6.0	17	3.94	0.8993
24 ConsQual	1.5	4.5	15.0	13.0	7.0	41	3.48	1.0274
25 ConsCompletion	2.0	4.0	14.0	16.0	6.0	42	3.48	1.0178
26 ConsTurnover	2.0	4.0	16.0	13.0	4.0	39	3.33	0.9823
27 ConsPostSupport	1.0	8.0	14.0	11.0	5.0	39	3.28	1.0247
28 EndUserSat	0.0	3.0	13.0	17.0	7.0	40	3.70	0.8533
29 Maintainability	1.0	4.0	12.0	13.0	8.0	38	3.61	1.0277
30 Privatization	0.0	2.0	5.0	6.0	9.0	22	4.00	1.0235
<i>Questions 1-10</i>	<i>11.0</i>	<i>39.5</i>	<i>108.0</i>	<i>194.5</i>	<i>263.0</i>	<i>616</i>	<i>4.07</i>	<i>1.0081</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Army TRADOC

Survey year: 1999
Total responses: 61

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	3.0	7.0	17.0	31.0	58	4.31	0.8827
2 Management	0.0	1.0	10.0	24.0	23.0	58	4.19	0.7826
3 TeamMember	0.0	0.0	5.0	19.0	36.0	60	4.52	0.6507
4 Listens	0.0	0.0	11.0	25.0	24.0	60	4.22	0.7386
5 Timeliness	0.0	3.0	15.0	23.0	18.0	59	3.95	0.8793
6 Quality	0.0	1.0	11.0	29.0	18.0	59	4.08	0.7494
7 Cost	2.0	6.0	20.0	17.0	10.0	55	3.49	1.0341
8 Flexibility	0.0	1.0	11.0	23.0	24.0	59	4.19	0.7982
9 Informative	0.0	1.0	8.0	23.0	29.0	61	4.31	0.7647
10 FutureChoice	1.0	1.0	12.0	22.0	21.0	57	4.07	0.9036
11 Overall	0.0	0.0	7.0	29.5	22.5	59	4.26	0.6621
12 Planning	0.0	0.0	5.0	13.0	8.0	26	4.12	0.7114
13 Studies	0.0	2.0	6.0	15.0	11.0	34	4.03	0.8699
14 EnvStudies	0.0	0.0	2.0	9.0	12.0	23	4.43	0.6624
15 EnvCompliance	0.0	1.0	4.0	10.0	9.0	24	4.13	0.8502
16 BRAC	1.0	0.0	3.0	11.0	4.0	19	3.89	0.9366
17 RealEstate	0.0	3.0	2.0	15.0	12.0	32	4.13	0.9070
18 ProjMan	0.0	0.0	6.0	24.0	23.0	53	4.32	0.6729
19 ProjDoc	0.0	0.0	7.0	11.0	5.0	23	3.91	0.7332
20 FundsMgmt	0.0	2.0	8.0	19.0	9.0	38	3.92	0.8181
21 AEContracts	0.0	1.0	7.0	20.0	6.0	34	3.91	0.7121
22 EngDesQual	0.0	2.0	9.0	21.0	10.0	42	3.93	0.8083
23 JOC	0.0	1.0	3.0	8.0	9.0	21	4.19	0.8729
24 ConsQual	0.0	1.0	11.0	23.0	11.0	46	3.96	0.7588
25 ConsCompletion	0.0	4.0	10.0	20.0	12.0	46	3.87	0.9094
26 ConsTurnover	0.0	0.0	7.0	24.0	10.0	41	4.07	0.6477
27 ConsPostSupport	0.0	3.0	7.0	23.0	6.0	39	3.82	0.7905
28 EndUserSat	0.0	1.0	11.0	20.0	12.0	44	3.98	0.7921
29 Maintainability	0.0	3.0	14.0	19.0	8.0	44	3.73	0.8453
30 Privatization	0.0	1.0	3.0	6.0	3.0	13	3.85	0.8987
<i>Questions 1-10</i>	<i>3.0</i>	<i>17.0</i>	<i>110.0</i>	<i>222.0</i>	<i>234.0</i>	<i>586</i>	<i>4.14</i>	<i>0.8552</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Army other

Survey year: 1999
Total responses: 213

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	2.0	16.0	49.3	78.7	65.0	211	3.89	0.9610
2 Management	5.0	29.0	41.2	71.3	64.5	211	3.76	1.1019
3 TeamMember	3.0	23.0	33.5	58.5	95.0	213	4.03	1.0801
4 Listens	2.0	26.0	44.7	80.8	59.5	213	3.80	1.0127
5 Timeliness	9.0	36.0	48.3	66.2	52.5	212	3.55	1.1590
6 Quality	4.0	18.0	44.5	90.5	55.0	212	3.82	0.9757
7 Cost	17.0	38.7	73.3	49.0	21.0	199	3.09	1.0964
8 Flexibility	4.0	18.0	37.7	83.3	69.0	212	3.92	1.0056
9 Informative	9.0	22.0	50.5	67.5	64.0	213	3.73	1.1243
10 FutureChoice	11.0	22.0	54.8	62.2	58.0	208	3.65	1.1497
11 Overall	4.0	19.0	52.8	84.2	52.0	212	3.76	0.9848
12 Planning	2.0	3.0	22.0	34.0	17.0	78	3.78	0.9209
13 Studies	2.0	10.0	29.0	66.0	21.0	128	3.73	0.8828
14 EnvStudies	1.0	10.0	18.0	44.0	25.0	98	3.84	0.9600
15 EnvCompliance	2.0	5.0	20.0	43.0	23.0	93	3.86	0.9277
16 BRAC	0.0	2.0	7.0	13.0	21.0	43	4.23	0.8954
17 RealEstate	2.0	5.0	14.0	26.0	31.0	78	4.01	1.0382
18 ProjMan	5.0	15.0	42.5	70.0	50.5	183	3.80	1.0231
19 ProjDoc	3.0	13.0	23.0	37.5	24.5	101	3.67	1.0742
20 FundsMgmt	10.0	21.0	27.0	47.5	25.5	131	3.44	1.1938
21 AEContracts	3.0	12.0	31.0	51.0	31.0	128	3.74	1.0059
22 EngDesQual	4.0	14.0	39.0	76.0	25.0	158	3.66	0.9360
23 JOC	0.0	4.0	17.0	34.0	30.0	85	4.06	0.8640
24 ConsQual	1.0	9.0	39.5	75.0	31.5	156	3.81	0.8448
25 ConsCompletion	7.0	20.0	43.0	61.0	31.0	162	3.55	1.0693
26 ConsTurnover	5.0	12.0	41.0	60.0	27.0	145	3.63	0.9917
27 ConsPostSupport	7.0	13.0	38.0	57.0	17.0	132	3.48	1.0150
28 EndUserSat	2.0	8.0	37.0	75.5	33.5	156	3.84	0.8663
29 Maintainability	1.0	11.0	34.0	67.0	29.0	142	3.79	0.8819
30 Privatization	1.0	5.0	8.0	12.0	12.0	38	3.76	1.1255
<i>Questions 1-10</i>	<i>66.0</i>	<i>248.7</i>	<i>477.8</i>	<i>708.0</i>	<i>603.5</i>	<i>2,104</i>	<i>3.73</i>	<i>1.0938</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF Air Combat Command

Survey year: 1999
Total responses: 51

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	1.0	5.0	16.0	28.0	50	4.42	0.7584
2 Management	0.0	3.0	3.0	26.0	19.0	51	4.20	0.8005
3 TeamMember	0.0	1.0	4.0	10.0	36.0	51	4.59	0.7260
4 Listens	0.0	4.0	8.0	13.0	26.0	51	4.20	0.9802
5 Timeliness	1.0	1.0	13.0	18.0	18.0	51	4.00	0.9381
6 Quality	0.0	1.0	9.0	22.0	19.0	51	4.16	0.7842
7 Cost	0.0	4.0	11.0	22.0	11.0	48	3.83	0.8833
8 Flexibility	0.0	2.0	3.0	21.0	25.0	51	4.35	0.7700
9 Informative	0.0	0.0	9.0	18.0	24.0	51	4.29	0.7562
10 FutureChoice	0.0	2.0	3.0	23.0	23.0	51	4.31	0.7613
11 Overall	0.0	2.0	5.0	27.5	16.5	51	4.15	0.7536
12 Planning	0.0	1.0	2.0	6.0	7.0	16	4.19	0.9106
13 Studies	0.0	0.0	4.0	13.0	11.0	28	4.25	0.7005
14 EnvStudies	0.0	1.0	1.0	8.0	5.0	15	4.13	0.8338
15 EnvCompliance	0.0	0.0	0.0	7.0	7.0	14	4.50	0.5189
16 BRAC	0.0	0.0	0.0	1.0	1.0	2	4.50	0.7071
17 RealEstate	0.0	1.0	5.0	8.0	6.0	20	3.95	0.8870
18 ProjMan	0.0	2.0	3.0	20.0	23.0	48	4.33	0.7810
19 ProjDoc	0.0	0.0	2.0	8.0	3.0	13	4.08	0.6405
20 FundsMgmt	1.0	4.0	8.0	13.0	9.0	35	3.71	1.0730
21 AEContracts	1.0	0.0	7.0	14.0	12.0	34	4.06	0.9192
22 EngDesQual	1.0	1.0	11.0	22.0	6.0	41	3.76	0.8301
23 JOC	0.0	0.0	1.0	6.0	3.0	10	4.20	0.6325
24 ConsQual	0.0	0.0	6.0	22.0	13.0	41	4.17	0.6672
25 ConsCompletion	2.0	4.0	11.0	13.0	10.0	40	3.63	1.1252
26 ConsTurnover	0.0	2.0	8.0	19.0	11.0	40	3.98	0.8317
27 ConsPostSupport	0.0	3.0	7.0	18.0	10.0	38	3.92	0.8817
28 EndUserSat	0.0	2.0	3.0	24.0	12.0	41	4.12	0.7482
29 Maintainability	0.0	0.0	5.0	23.0	12.0	40	4.18	0.6360
30 Privatization	0.0	0.0	0.0	2.0	0.0	2	4.00	0.0000
<i>Questions 1-10</i>	<i>1.0</i>	<i>19.0</i>	<i>68.0</i>	<i>189.0</i>	<i>229.0</i>	<i>506</i>	<i>4.24</i>	<i>0.8367</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF Materiel Command

Survey year: 1999
Total responses: 32

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	5.0	9.0	18.0	32	4.41	0.7560
2 Management	0.0	0.0	6.0	16.5	9.5	32	4.11	0.6983
3 TeamMember	0.0	0.0	3.0	9.5	19.5	32	4.52	0.6718
4 Listens	0.0	1.0	3.0	15.0	13.0	32	4.25	0.7620
5 Timeliness	0.0	0.0	7.5	14.0	10.5	32	4.09	0.7560
6 Quality	1.0	1.0	3.0	15.5	11.5	32	4.11	0.9353
7 Cost	1.0	1.0	7.5	15.5	7.0	32	3.83	0.9255
8 Flexibility	0.0	0.0	4.0	12.0	16.0	32	4.38	0.7071
9 Informative	0.0	0.0	9.0	14.0	9.0	32	4.00	0.7620
10 FutureChoice	0.0	1.0	4.0	14.0	13.0	32	4.22	0.7925
11 Overall	0.0	0.0	4.0	18.0	10.0	32	4.19	0.6445
12 Planning	0.0	0.0	2.0	0.0	4.0	6	4.33	1.0328
13 Studies	0.0	0.0	6.0	8.0	6.0	20	4.00	0.7947
14 EnvStudies	0.0	1.0	0.0	2.0	1.0	4	3.75	1.2583
15 EnvCompliance	0.0	1.0	1.0	3.0	3.0	8	4.00	1.0690
16 BRAC	0.0	0.0	1.0	1.0	1.0	3	4.00	1.0000
17 RealEstate	1.0	1.0	0.0	0.0	1.0	3	2.67	2.0817
18 ProjMan	0.0	1.0	2.0	13.5	10.5	27	4.24	0.7579
19 ProjDoc	0.0	0.0	4.0	5.0	2.0	11	3.82	0.7508
20 FundsMgmt	0.0	0.0	8.0	14.0	5.0	27	3.89	0.6980
21 AEContracts	0.0	2.0	5.0	12.0	6.0	25	3.88	0.8813
22 EngDesQual	1.0	1.0	8.5	6.5	6.0	23	3.67	1.0672
23 JOC	0.0	0.0	4.0	7.0	3.0	14	3.93	0.7300
24 ConsQual	0.0	0.0	3.5	16.5	7.0	27	4.13	0.6216
25 ConsCompletion	0.0	1.0	7.0	15.0	4.0	27	3.81	0.7357
26 ConsTurnover	0.0	0.0	9.0	13.0	3.0	25	3.76	0.6633
27 ConsPostSupport	0.0	0.0	7.5	11.5	3.0	22	3.80	0.6754
28 EndUserSat	0.0	0.0	2.5	16.5	7.0	26	4.17	0.5906
29 Maintainability	0.0	1.0	3.0	20.0	2.0	26	3.88	0.5883
30 Privatization	0.0	0.0	0.0	2.0	1.0	3	4.33	0.5774
<i>Questions 1-10</i>	<i>2.0</i>	<i>4.0</i>	<i>52.0</i>	<i>135.0</i>	<i>127.0</i>	<i>320</i>	<i>4.19</i>	<i>0.7945</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF Air Mobility Command

Survey year: 1999
Total responses: 12

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	3.0	5.0	3.0	11	4.00	0.7746
2 Management	0.0	0.0	2.0	7.0	2.0	11	4.00	0.6325
3 TeamMember	0.0	0.0	2.0	2.0	7.0	11	4.45	0.8202
4 Listens	0.0	1.0	0.0	9.0	1.0	11	3.91	0.7006
5 Timeliness	0.0	1.0	4.0	4.0	2.0	11	3.64	0.9244
6 Quality	0.0	0.0	1.0	9.0	0.0	10	3.90	0.3162
7 Cost	0.0	0.0	2.0	7.0	1.0	10	3.90	0.5676
8 Flexibility	0.0	0.0	1.0	5.0	5.0	11	4.36	0.6742
9 Informative	0.0	1.0	2.0	3.0	5.0	11	4.09	1.0445
10 FutureChoice	0.0	0.0	2.0	4.0	5.0	11	4.27	0.7862
11 Overall	0.0	0.0	1.5	8.0	1.5	11	4.00	0.5477
12 Planning	0.0	0.0	1.0	0.0	0.0	1	3.00	n/a
13 Studies	0.0	0.0	2.0	3.0	1.0	6	3.83	0.7528
14 EnvStudies	0.0	0.0	1.0	1.0	1.0	3	4.00	1.0000
15 EnvCompliance	0.0	0.0	1.0	0.0	0.0	1	3.00	n/a
16 BRAC	0.0	0.0	0.0	0.0	0.0	0	n/a	n/a
17 RealEstate	0.0	0.0	2.0	5.0	0.0	7	3.71	0.4880
18 ProjMan	0.0	0.0	1.0	6.0	2.0	9	4.11	0.6009
19 ProjDoc	0.0	0.0	0.0	2.0	0.0	2	4.00	0.0000
20 FundsMgmt	0.0	0.0	0.0	5.0	1.0	6	4.17	0.4082
21 AEContracts	0.0	0.0	3.0	5.0	1.0	9	3.78	0.6667
22 EngDesQual	0.0	0.0	2.0	6.0	0.0	8	3.75	0.4629
23 JOC	0.0	0.0	1.0	2.0	1.0	4	4.00	0.8165
24 ConsQual	0.0	0.0	1.0	4.0	4.0	9	4.33	0.7071
25 ConsCompletion	0.0	0.0	2.0	4.0	3.0	9	4.11	0.7817
26 ConsTurnover	0.0	0.0	2.0	1.0	5.0	8	4.38	0.9161
27 ConsPostSupport	0.0	0.0	3.0	3.0	3.0	9	4.00	0.8660
28 EndUserSat	0.0	0.0	1.0	4.0	4.0	9	4.33	0.7071
29 Maintainability	0.0	0.0	2.0	5.0	2.0	9	4.00	0.7071
30 Privatization	0.0	0.0	0.0	0.0	0.0	0	n/a	n/a
<i>Questions 1-10</i>	<i>0.0</i>	<i>3.0</i>	<i>19.0</i>	<i>55.0</i>	<i>31.0</i>	<i>108</i>	<i>4.06</i>	<i>0.7592</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF other

Survey year: 1999
Total responses: 95

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	4.0	18.0	41.0	29.0	92	4.03	0.8314
2 Management	5.0	6.0	16.0	38.0	27.0	92	3.83	1.0955
3 TeamMember	1.0	5.0	7.0	35.0	45.0	93	4.27	0.8985
4 Listens	2.0	8.0	16.0	32.0	36.0	94	3.98	1.0471
5 Timeliness	3.0	12.0	24.0	29.0	25.0	93	3.66	1.1082
6 Quality	2.0	7.0	18.0	40.5	25.5	93	3.87	0.9770
7 Cost	3.0	8.0	36.0	31.0	11.0	89	3.44	0.9409
8 Flexibility	3.0	3.0	20.0	35.0	31.0	92	3.96	0.9935
9 Informative	2.0	3.0	17.0	40.0	32.0	94	4.03	0.9211
10 FutureChoice	4.0	7.0	14.0	38.0	27.0	90	3.86	1.0764
11 Overall	2.0	6.0	14.5	41.5	30.0	94	3.97	0.9641
12 Planning	0.0	3.0	2.0	6.0	5.0	16	3.81	1.1087
13 Studies	0.0	1.0	11.0	21.0	11.0	44	3.95	0.7762
14 EnvStudies	1.0	2.0	2.0	12.0	10.0	27	4.04	1.0554
15 EnvCompliance	0.0	1.0	2.0	13.0	7.0	23	4.13	0.7570
16 BRAC	0.0	2.0	1.0	7.0	6.0	16	4.06	0.9979
17 RealEstate	1.0	2.0	7.0	13.0	5.0	28	3.68	0.9833
18 ProjMan	3.0	4.5	10.5	34.0	24.0	76	3.94	1.0278
19 ProjDoc	0.0	3.0	7.0	11.0	6.0	27	3.74	0.9443
20 FundsMgmt	4.0	2.0	15.0	29.0	14.0	64	3.73	1.0426
21 AEContracts	0.0	2.0	16.0	36.0	15.0	69	3.93	0.7538
22 EngDesQual	2.0	4.0	30.0	25.5	10.5	72	3.53	0.9109
23 JOC	0.0	0.0	2.0	16.0	9.0	27	4.26	0.5944
24 ConsQual	0.0	4.0	15.0	31.5	25.5	76	4.03	0.8673
25 ConsCompletion	2.0	8.0	25.0	23.5	16.5	75	3.59	1.0339
26 ConsTurnover	1.0	3.0	26.0	23.5	12.5	66	3.66	0.8930
27 ConsPostSupport	2.0	7.0	18.0	21.5	12.5	61	3.58	1.0475
28 EndUserSat	1.0	2.0	15.0	33.5	21.5	73	3.99	0.8620
29 Maintainability	0.0	2.0	17.0	40.5	12.5	72	3.88	0.7170
30 Privatization	0.0	0.0	1.0	1.0	3.0	5	4.40	0.8944
<i>Questions 1-10</i>	<i>25.0</i>	<i>63.0</i>	<i>186.0</i>	<i>359.5</i>	<i>288.5</i>	<i>922</i>	<i>3.89</i>	<i>1.0108</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Department of Defense

Survey year: 1999
Total responses: 102

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	4.0	15.0	36.0	35.0	91	4.10	0.9074
2 Management	4.0	6.0	15.5	30.5	43.0	99	4.04	1.0991
3 TeamMember	1.0	1.0	12.0	33.0	51.0	98	4.35	0.8136
4 Listens	2.0	4.0	20.5	39.5	34.0	100	4.00	0.9455
5 Timeliness	4.0	6.0	21.0	37.0	33.0	101	3.88	1.0610
6 Quality	2.0	1.0	19.0	40.0	36.0	98	4.09	0.8862
7 Cost	3.0	10.0	26.0	34.0	20.0	93	3.62	1.0417
8 Flexibility	1.0	6.0	11.0	48.0	33.0	99	4.07	0.8836
9 Informative	2.0	6.0	14.0	41.0	38.0	101	4.06	0.9677
10 FutureChoice	3.0	5.0	14.0	39.0	32.0	93	3.99	1.0054
11 Overall	2.0	4.0	17.0	46.5	31.5	101	4.00	0.9083
12 Planning	0.0	0.0	3.0	13.0	11.0	27	4.30	0.6688
13 Studies	1.0	2.0	13.0	18.0	17.0	51	3.94	0.9677
14 EnvStudies	0.0	1.0	7.0	13.0	12.0	33	4.09	0.8427
15 EnvCompliance	1.0	2.0	3.5	11.5	9.0	27	3.94	1.0637
16 BRAC	0.0	0.0	1.0	4.0	3.0	8	4.25	0.7071
17 RealEstate	0.0	1.0	4.0	10.0	9.0	24	4.13	0.8502
18 ProjMan	2.0	4.0	10.5	22.5	38.0	77	4.18	1.0268
19 ProjDoc	0.0	2.0	3.0	15.0	11.0	31	4.13	0.8462
20 FundsMgmt	0.0	8.0	14.0	21.0	16.0	59	3.76	1.0058
21 AEContracts	1.0	3.0	6.0	29.0	17.0	56	4.04	0.8937
22 EngDesQual	0.0	6.0	11.0	27.0	14.0	58	3.84	0.9139
23 JOC	1.0	1.0	4.0	10.0	12.0	28	4.11	1.0306
24 ConsQual	1.0	1.0	8.0	33.0	19.0	62	4.10	0.8039
25 ConsCompletion	2.0	3.0	10.0	29.0	18.0	62	3.94	0.9729
26 ConsTurnover	0.0	1.0	9.0	25.0	19.0	54	4.15	0.7625
27 ConsPostSupport	0.0	4.0	15.5	19.5	16.0	55	3.86	0.9277
28 EndUserSat	0.0	2.0	11.0	32.0	22.0	67	4.10	0.7811
29 Maintainability	0.0	0.0	11.0	24.0	17.0	52	4.12	0.7317
30 Privatization	0.0	0.0	0.0	1.0	1.0	2	4.50	0.7071
<i>Questions 1-10</i>	<i>23.0</i>	<i>49.0</i>	<i>168.0</i>	<i>378.0</i>	<i>355.0</i>	<i>973</i>	<i>4.02</i>	<i>0.9758</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Other undefined

Survey year: 1999
Total responses: 49

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	1.0	5.0	16.0	24.0	46	4.37	0.7705
2 Management	0.0	1.0	7.0	17.0	18.0	43	4.21	0.8035
3 TeamMember	0.0	2.0	3.0	12.0	29.0	46	4.48	0.8094
4 Listens	0.0	2.0	7.0	17.0	21.0	47	4.21	0.8581
5 Timeliness	2.0	4.5	7.5	16.0	17.0	47	3.88	1.1407
6 Quality	0.0	1.0	7.0	15.0	24.0	47	4.32	0.8104
7 Cost	0.0	4.0	13.0	14.0	12.0	43	3.79	0.9651
8 Flexibility	0.0	1.0	7.0	13.0	26.0	47	4.36	0.8189
9 Informative	0.0	5.0	6.5	13.5	22.0	47	4.12	1.0200
10 FutureChoice	0.0	3.0	8.0	13.0	22.0	46	4.17	0.9500
11 Overall	0.0	2.0	8.0	15.0	20.0	45	4.18	0.8865
12 Planning	0.0	1.0	2.0	6.0	15.0	24	4.46	0.8330
13 Studies	0.0	0.0	4.0	11.0	20.0	35	4.46	0.7005
14 EnvStudies	0.0	0.0	4.0	8.0	10.0	22	4.27	0.7673
15 EnvCompliance	0.0	0.0	3.0	7.0	9.0	19	4.32	0.7493
16 BRAC	0.0	0.0	1.0	1.0	5.0	7	4.57	0.7868
17 RealEstate	0.0	0.0	2.0	2.0	5.0	9	4.33	0.8660
18 ProjMan	0.0	2.0	5.0	17.0	16.0	40	4.18	0.8439
19 ProjDoc	0.0	1.0	4.0	9.0	11.0	25	4.20	0.8660
20 FundsMgmt	2.0	1.0	6.0	12.0	12.0	33	3.94	1.1163
21 AEContracts	0.0	0.0	4.0	13.5	14.5	32	4.33	0.6969
22 EngDesQual	0.0	1.0	2.0	14.5	11.5	29	4.26	0.7455
23 JOC	1.0	0.0	0.0	10.0	6.0	17	4.18	0.9510
24 ConsQual	0.0	1.0	2.0	9.0	14.0	26	4.38	0.8038
25 ConsCompletion	0.0	2.0	7.0	6.0	13.0	28	4.07	1.0157
26 ConsTurnover	0.0	0.0	7.0	5.0	12.0	24	4.21	0.8836
27 ConsPostSupport	0.0	1.0	3.5	5.5	11.0	21	4.26	0.9236
28 EndUserSat	0.0	1.0	1.0	8.0	12.0	22	4.41	0.7964
29 Maintainability	0.0	0.0	3.0	9.0	11.0	23	4.35	0.7141
30 Privatization	0.0	1.0	0.0	0.0	2.0	3	4.00	1.7321
<i>Questions 1-10</i>	<i>2.0</i>	<i>24.5</i>	<i>71.0</i>	<i>146.5</i>	<i>215.0</i>	<i>459</i>	<i>4.19</i>	<i>0.9165</i>

**US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)**

APPENDIX IV

DATA FROM HEADQUARTERS RESPONDENTS:

**All Headquarters Respondents
Headquarters Army Customers
Headquarters Air Force Customers
Headquarters Other Customers**

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Headquarters
Customer: All Customers

Survey year: 1999
Total responses: 53

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	1.0	11.3	20.7	13.0	46	3.99	0.7930
2 Management	2.0	3.0	13.2	19.8	11.0	49	3.71	1.0215
3 TeamMember	0.0	2.0	8.0	18.5	18.5	47	4.14	0.8547
4 Listens	1.0	5.0	12.7	20.8	10.5	50	3.70	0.9854
5 Timeliness	2.0	5.0	12.3	17.2	14.5	51	3.73	1.1051
6 Quality	1.0	3.0	11.0	23.5	11.5	50	3.83	0.9264
7 Cost	1.0	5.7	23.8	9.5	6.0	46	3.30	0.9317
8 Flexibility	0.0	4.0	10.7	23.3	11.0	49	3.84	0.8719
9 Informative	2.0	3.0	18.0	12.0	16.0	51	3.73	1.0969
10 FutureChoice	1.0	6.0	12.8	18.2	10.0	48	3.63	1.0231
11 Overall	1.0	4.0	12.8	20.2	12.0	50	3.76	0.9795
12 Planning	0.0	1.0	3.0	5.0	3.0	12	3.83	0.9374
13 Studies	1.0	1.0	10.0	7.0	9.0	28	3.79	1.0666
14 EnvStudies	0.0	2.0	3.0	5.0	7.0	17	4.00	1.0607
15 EnvCompliance	0.0	2.0	2.0	4.0	4.0	12	3.83	1.1146
16 BRAC	0.0	1.0	1.0	2.0	3.0	7	4.00	1.1547
17 RealEstate	0.0	0.0	7.0	6.0	10.0	23	4.13	0.8689
18 ProjMan	2.0	3.0	9.5	15.5	8.0	38	3.64	1.0743
19 ProjDoc	0.0	0.0	7.0	9.5	5.5	22	3.93	0.7684
20 FundsMgmt	3.0	4.0	13.0	9.5	5.5	35	3.30	1.1421
21 AEContracts	0.0	2.0	7.0	13.0	7.0	29	3.86	0.8752
22 EngDesQual	1.0	2.0	9.5	13.5	6.0	32	3.67	0.9681
23 JOC	0.0	0.0	3.0	4.0	3.0	10	4.00	0.8165
24 ConsQual	0.0	3.0	12.0	12.5	6.5	34	3.66	0.8980
25 ConsCompletion	3.0	6.0	12.0	7.0	7.0	35	3.26	1.2210
26 ConsTurnover	0.0	3.0	12.0	5.0	6.0	26	3.54	0.9892
27 ConsPostSupport	1.0	3.0	11.5	7.5	4.0	27	3.39	1.0080
28 EndUserSat	0.0	4.0	8.5	13.5	5.0	31	3.63	0.9171
29 Maintainability	0.0	1.0	8.0	14.0	6.0	29	3.86	0.7894
30 Privatization	0.0	0.0	0.0	2.0	2.0	4	4.50	0.5774
<i>Questions 1-10</i>	<i>10.0</i>	<i>37.7</i>	<i>133.8</i>	<i>183.5</i>	<i>122.0</i>	<i>487</i>	<i>3.76</i>	<i>0.9817</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Headquarters
Customer: Army

Survey year: 1999
Total responses: 9

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	2.3	4.7	2.0	9	3.97	0.7323
2 Management	0.0	0.0	3.2	4.3	1.5	9	3.81	0.7398
3 TeamMember	0.0	0.0	4.0	3.0	2.0	9	3.78	0.8333
4 Listens	0.0	1.0	1.7	4.8	1.5	9	3.76	0.9126
5 Timeliness	0.0	1.0	3.8	2.7	1.5	9	3.52	0.9517
6 Quality	0.0	0.0	4.0	3.5	1.5	9	3.72	0.7750
7 Cost	0.0	0.7	5.3	1.0	2.0	9	3.48	0.9776
8 Flexibility	0.0	0.0	1.7	5.3	2.0	9	4.03	0.6792
9 Informative	0.0	0.0	6.0	1.0	2.0	9	3.56	0.8819
10 FutureChoice	0.0	0.0	3.8	3.2	2.0	9	3.80	0.8246
11 Overall	0.0	0.0	3.8	3.2	2.0	9	3.80	0.8246
12 Planning	0.0	0.0	1.0	1.0	0.0	2	3.50	0.7071
13 Studies	0.0	0.0	0.0	2.0	2.0	4	4.50	0.5774
14 EnvStudies	0.0	0.0	0.0	1.0	0.0	1	4.00	n/a
15 EnvCompliance	0.0	0.0	0.0	1.0	0.0	1	4.00	n/a
16 BRAC	0.0	0.0	1.0	1.0	1.0	3	4.00	1.0000
17 RealEstate	0.0	0.0	1.0	2.0	4.0	7	4.43	0.7868
18 ProjMan	0.0	0.0	2.5	4.0	1.5	8	3.88	0.7440
19 ProjDoc	0.0	0.0	1.0	4.5	1.5	7	4.07	0.6409
20 FundsMgmt	0.0	0.0	2.0	2.5	0.5	5	3.70	0.7159
21 AEContracts	0.0	0.0	3.0	3.0	2.0	8	3.88	0.8345
22 EngDesQual	0.0	0.0	1.0	4.0	2.0	7	4.14	0.6901
23 JOC	0.0	0.0	2.0	0.0	1.0	3	3.67	1.1547
24 ConsQual	0.0	0.0	2.5	3.0	1.5	7	3.86	0.8018
25 ConsCompletion	0.0	2.0	2.0	1.0	2.0	7	3.43	1.2724
26 ConsTurnover	0.0	0.0	2.0	1.0	2.0	5	4.00	1.0000
27 ConsPostSupport	0.0	1.0	0.0	2.0	1.0	4	3.75	1.2583
28 EndUserSat	0.0	0.0	3.0	1.0	2.0	6	3.83	0.9832
29 Maintainability	0.0	1.0	1.0	2.0	2.0	6	3.83	1.1690
30 Privatization	0.0	0.0	0.0	1.0	1.0	2	4.50	0.7071
<i>Questions 1-10</i>	<i>0.0</i>	<i>2.7</i>	<i>35.8</i>	<i>33.5</i>	<i>18.0</i>	<i>90</i>	<i>3.74</i>	<i>0.8116</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Headquarters
Customer: Air Force

Survey year: 1999
Total responses: 18

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	3.0	8.0	5.0	16	4.13	0.7188
2 Management	0.0	1.0	4.0	8.5	3.5	17	3.85	0.8341
3 TeamMember	0.0	1.0	1.0	7.5	7.5	17	4.26	0.8407
4 Listens	0.0	1.0	6.0	6.0	4.0	17	3.76	0.9034
5 Timeliness	0.0	2.0	4.5	6.5	4.0	17	3.74	0.9782
6 Quality	0.0	2.0	1.0	11.0	3.0	17	3.88	0.8575
7 Cost	0.0	2.0	7.5	4.5	1.0	15	3.30	0.8084
8 Flexibility	0.0	1.0	4.0	8.0	3.0	16	3.81	0.8342
9 Informative	1.0	0.0	7.0	5.0	4.0	17	3.65	1.0572
10 FutureChoice	0.0	2.0	4.0	8.0	2.0	16	3.63	0.8851
11 Overall	0.0	1.0	4.0	9.0	3.0	17	3.82	0.8090
12 Planning	0.0	0.0	0.0	1.0	1.0	2	4.50	0.7071
13 Studies	0.0	0.0	6.0	3.0	3.0	12	3.75	0.8660
14 EnvStudies	0.0	1.0	1.0	2.0	4.0	8	4.13	1.1260
15 EnvCompliance	0.0	1.0	1.0	1.0	3.0	6	4.00	1.2649
16 BRAC	0.0	1.0	0.0	1.0	2.0	4	4.00	1.4142
17 RealEstate	0.0	0.0	3.0	2.0	1.0	6	3.67	0.8165
18 ProjMan	1.0	0.0	4.0	6.5	1.5	13	3.58	1.0072
19 ProjDoc	0.0	0.0	4.0	2.0	0.0	6	3.33	0.5164
20 FundsMgmt	2.0	2.0	5.0	5.0	0.0	14	2.93	1.0716
21 AEContracts	0.0	1.0	3.0	7.0	3.0	14	3.86	0.8644
22 EngDesQual	1.0	1.0	7.5	3.5	1.0	14	3.18	0.9629
23 JOC	0.0	0.0	1.0	2.0	1.0	4	4.00	0.8165
24 ConsQual	0.0	2.0	5.5	5.5	1.0	14	3.39	0.8476
25 ConsCompletion	2.0	3.0	6.0	2.0	1.0	14	2.79	1.1217
26 ConsTurnover	0.0	2.0	8.0	2.0	1.0	13	3.15	0.8006
27 ConsPostSupport	1.0	0.0	8.5	2.5	1.0	13	3.19	0.9137
28 EndUserSat	0.0	1.0	3.5	7.5	1.0	13	3.65	0.7606
29 Maintainability	0.0	0.0	4.0	8.0	1.0	13	3.77	0.5991
30 Privatization	0.0	0.0	0.0	1.0	1.0	2	4.50	0.7071
<i>Questions 1-10</i>	<i>1.0</i>	<i>12.0</i>	<i>42.0</i>	<i>73.0</i>	<i>37.0</i>	<i>165</i>	<i>3.81</i>	<i>0.8896</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Headquarters
Customer: Other

Survey year: 1999
Total responses: 26

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	1.0	6.0	8.0	6.0	21	3.90	0.8891
2 Management	2.0	2.0	6.0	7.0	6.0	23	3.57	1.2368
3 TeamMember	0.0	1.0	3.0	8.0	9.0	21	4.19	0.8729
4 Listens	1.0	3.0	5.0	10.0	5.0	24	3.63	1.0959
5 Timeliness	2.0	2.0	4.0	8.0	9.0	25	3.80	1.2583
6 Quality	1.0	1.0	6.0	9.0	7.0	24	3.83	1.0495
7 Cost	1.0	3.0	11.0	4.0	3.0	22	3.23	1.0204
8 Flexibility	0.0	3.0	5.0	10.0	6.0	24	3.79	0.9771
9 Informative	1.0	3.0	5.0	6.0	10.0	25	3.84	1.2138
10 FutureChoice	1.0	4.0	5.0	7.0	6.0	23	3.57	1.1995
11 Overall	1.0	3.0	5.0	8.0	7.0	24	3.71	1.1602
12 Planning	0.0	1.0	2.0	3.0	2.0	8	3.75	1.0351
13 Studies	1.0	1.0	4.0	2.0	4.0	12	3.58	1.3114
14 EnvStudies	0.0	1.0	2.0	2.0	3.0	8	3.88	1.1260
15 EnvCompliance	0.0	1.0	1.0	2.0	1.0	5	3.60	1.1402
16 BRAC	0.0	0.0	0.0	0.0	0.0	0	n/a	n/a
17 RealEstate	0.0	0.0	3.0	2.0	5.0	10	4.20	0.9189
18 ProjMan	1.0	3.0	3.0	5.0	5.0	17	3.59	1.2776
19 ProjDoc	0.0	0.0	2.0	3.0	4.0	9	4.22	0.8333
20 FundsMgmt	1.0	2.0	6.0	2.0	5.0	16	3.50	1.2649
21 AEContracts	0.0	1.0	1.0	3.0	2.0	7	3.86	1.0690
22 EngDesQual	0.0	1.0	1.0	6.0	3.0	11	4.00	0.8944
23 JOC	0.0	0.0	0.0	2.0	1.0	3	4.33	0.5774
24 ConsQual	0.0	1.0	4.0	4.0	4.0	13	3.85	0.9871
25 ConsCompletion	1.0	1.0	4.0	4.0	4.0	14	3.64	1.2157
26 ConsTurnover	0.0	1.0	2.0	2.0	3.0	8	3.88	1.1260
27 ConsPostSupport	0.0	2.0	3.0	3.0	2.0	10	3.50	1.0801
28 EndUserSat	0.0	3.0	2.0	5.0	2.0	12	3.50	1.0871
29 Maintainability	0.0	0.0	3.0	4.0	3.0	10	4.00	0.8165
30 Privatization	0.0	0.0	0.0	0.0	0.0	0	n/a	n/a
<i>Questions 1-10</i>	<i>9.0</i>	<i>23.0</i>	<i>56.0</i>	<i>77.0</i>	<i>67.0</i>	<i>232</i>	<i>3.73</i>	<i>1.0998</i>

**US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)**

APPENDIX V

DATA FROM INSTALLATION RESPONDENTS:

**All Installation Respondents
Installation Army Customers
Installation Air Force Customers
Installation Other Customers**

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Installations
Customer: All Customers

Survey year: 1999
Total responses: 692

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	3.0	34.0	118.0	242.0	276.0	673	4.12	0.9024
2 Management	13.0	52.0	106.0	263.0	241.0	675	3.99	0.9984
3 TeamMember	8.0	38.0	80.0	198.0	362.0	686	4.27	0.9496
4 Listens	6.0	47.5	118.0	266.5	249.0	687	4.03	0.9434
5 Timeliness	21.0	68.5	157.0	240.0	196.5	683	3.77	1.0686
6 Quality	11.0	34.0	120.5	292.5	222.0	680	4.00	0.9222
7 Cost	30.0	75.0	211.5	223.5	106.0	646	3.47	1.0438
8 Flexibility	9.0	36.0	105.0	263.0	270.0	683	4.10	0.9330
9 Informative	14.0	44.0	120.0	248.5	261.5	688	4.02	0.9973
10 FutureChoice	19.0	43.0	123.0	246.0	237.0	668	3.96	1.0257
11 Overall	7.5	35.5	124.5	300.0	214.5	682	3.99	0.8974
12 Planning	2.0	11.0	43.0	91.0	80.0	227	4.04	0.9039
13 Studies	2.0	18.0	80.0	178.0	114.0	392	3.98	0.8520
14 EnvStudies	3.0	15.0	41.0	122.0	96.0	277	4.06	0.8990
15 EnvCompliance	3.0	11.0	41.5	125.5	83.0	264	4.04	0.8613
16 BRAC	1.0	4.0	16.0	54.0	56.0	131	4.22	0.8347
17 RealEstate	6.0	21.0	43.0	89.0	80.0	239	3.90	1.0428
18 ProjMan	8.0	33.0	83.5	237.5	218.0	580	4.08	0.9312
19 ProjDoc	3.5	20.5	53.0	111.0	74.0	262	3.88	0.9528
20 FundsMgmt	16.0	38.5	96.5	190.0	102.0	443	3.73	1.0249
21 AEContracts	5.0	25.0	93.0	194.0	116.0	433	3.90	0.9000
22 EngDesQual	10.0	33.0	132.5	210.5	96.0	482	3.73	0.9278
23 JOC	3.0	6.0	39.0	104.0	82.0	234	4.09	0.8540
24 ConsQual	3.5	19.5	100.5	233.0	132.5	489	3.96	0.8370
25 ConsCompletion	13.0	46.0	128.5	197.0	110.5	495	3.70	1.0012
26 ConsTurnover	8.0	20.0	125.0	195.5	100.5	449	3.80	0.8965
27 ConsPostSupport	9.0	40.0	109.0	178.5	83.5	420	3.68	0.9669
28 EndUserSat	3.0	17.0	101.0	233.0	132.0	486	3.98	0.8220
29 Maintainability	2.0	21.0	103.0	224.0	100.0	450	3.89	0.8163
30 Privatization	1.0	11.0	20.0	32.0	32.0	96	3.86	1.0425
<i>Questions 1-10</i>	<i>134.0</i>	<i>472.0</i>	<i>1,259.0</i>	<i>2,483.0</i>	<i>2,421.0</i>	<i>6,769</i>	<i>3.97</i>	<i>1.0001</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Installations
Customer: Army

Survey year: 1999
Total responses: 395

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	2.0	25.0	76.0	135.0	150.0	388	4.05	0.9417
2 Management	6.0	39.0	66.5	143.5	132.0	387	3.92	1.0257
3 TeamMember	6.0	31.0	53.0	112.0	191.0	393	4.15	1.0270
4 Listens	3.0	31.5	74.5	157.0	127.0	393	3.95	0.9497
5 Timeliness	13.0	48.0	88.5	136.5	104.0	390	3.69	1.0932
6 Quality	7.0	26.0	70.5	170.5	116.0	390	3.93	0.9507
7 Cost	24.0	53.0	134.5	108.5	48.0	368	3.28	1.0703
8 Flexibility	5.0	28.0	68.0	147.0	143.0	391	4.01	0.9713
9 Informative	12.0	32.0	74.5	130.0	145.5	394	3.93	1.0747
10 FutureChoice	13.0	31.0	87.0	130.0	123.0	384	3.83	1.0718
11 Overall	4.5	25.5	83.5	160.5	115.0	389	3.92	0.9336
12 Planning	2.0	7.0	33.0	64.0	41.0	147	3.92	0.9029
13 Studies	2.0	16.0	50.0	109.0	55.0	232	3.86	0.8884
14 EnvStudies	2.0	12.0	29.0	82.0	64.0	189	4.03	0.9193
15 EnvCompliance	2.0	9.0	33.0	87.0	52.0	183	3.97	0.8735
16 BRAC	1.0	3.0	12.0	41.0	42.0	99	4.21	0.8484
17 RealEstate	4.0	16.0	29.0	55.0	60.0	164	3.92	1.0739
18 ProjMan	5.0	22.5	58.5	136.0	111.0	333	3.98	0.9574
19 ProjDoc	3.5	14.5	39.0	66.0	45.0	168	3.80	0.9995
20 FundsMgmt	12.0	27.5	56.5	103.0	50.0	249	3.61	1.0745
21 AEContracts	3.0	20.0	56.0	94.5	55.5	229	3.78	0.9547
22 EngDesQual	7.0	22.0	76.5	118.5	52.0	276	3.68	0.9544
23 JOC	1.0	5.0	28.0	57.0	50.0	141	4.06	0.8719
24 ConsQual	2.5	16.5	74.5	126.5	55.0	275	3.78	0.8648
25 ConsCompletion	10.0	32.0	76.5	112.5	51.0	282	3.58	1.0244
26 ConsTurnover	7.0	17.0	74.0	113.0	42.0	253	3.66	0.9281
27 ConsPostSupport	8.0	27.0	66.0	105.0	31.0	237	3.52	0.9723
28 EndUserSat	2.0	14.0	73.0	127.5	56.5	273	3.82	0.8449
29 Maintainability	2.0	18.0	69.0	114.5	47.5	251	3.75	0.8728
30 Privatization	1.0	10.0	19.0	27.0	26.0	83	3.81	1.0530
<i>Questions 1-10</i>	<i>91.0</i>	<i>344.5</i>	<i>793.0</i>	<i>1,370.0</i>	<i>1,279.5</i>	<i>3,878</i>	<i>3.88</i>	<i>1.0422</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Installations
Customer: Air Force

Survey year: 1999
Total responses: 172

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	5.0	28.0	63.0	73.0	169	4.21	0.8229
2 Management	5.0	8.0	23.0	79.0	54.0	169	4.00	0.9574
3 TeamMember	1.0	5.0	15.0	49.0	100.0	170	4.42	0.8195
4 Listens	2.0	13.0	21.0	63.0	72.0	171	4.11	0.9728
5 Timeliness	4.0	12.0	44.0	58.5	51.5	170	3.83	1.0168
6 Quality	3.0	7.0	30.0	76.0	53.0	169	4.00	0.9063
7 Cost	4.0	11.0	49.0	71.0	29.0	164	3.67	0.9275
8 Flexibility	3.0	4.0	24.0	65.0	74.0	170	4.19	0.8924
9 Informative	1.0	4.0	30.0	70.0	66.0	171	4.15	0.8308
10 FutureChoice	4.0	8.0	19.0	71.0	66.0	168	4.11	0.9504
11 Overall	2.0	7.0	21.0	86.0	55.0	171	4.08	0.8432
12 Planning	0.0	4.0	7.0	11.0	15.0	37	4.00	1.0274
13 Studies	0.0	1.0	17.0	42.0	26.0	86	4.08	0.7391
14 EnvStudies	1.0	3.0	3.0	21.0	13.0	41	4.02	0.9615
15 EnvCompliance	0.0	1.0	3.0	22.0	14.0	40	4.23	0.6975
16 BRAC	0.0	1.0	2.0	8.0	6.0	17	4.12	0.8575
17 RealEstate	2.0	4.0	11.0	24.0	11.0	52	3.73	1.0120
18 ProjMan	2.0	7.5	12.5	67.0	58.0	147	4.17	0.8853
19 ProjDoc	0.0	3.0	9.0	24.0	11.0	47	3.91	0.8296
20 FundsMgmt	3.0	4.0	26.0	56.0	29.0	118	3.88	0.9074
21 AEContracts	1.0	3.0	28.0	60.0	31.0	123	3.95	0.8083
22 EngDesQual	3.0	5.0	44.0	56.5	21.5	130	3.68	0.8772
23 JOC	0.0	0.0	7.0	29.0	15.0	51	4.16	0.6441
24 ConsQual	0.0	2.0	20.0	68.5	48.5	139	4.18	0.7232
25 ConsCompletion	2.0	10.0	39.0	53.5	32.5	137	3.76	0.9463
26 ConsTurnover	1.0	3.0	37.0	54.5	30.5	126	3.88	0.8323
27 ConsPostSupport	1.0	10.0	27.0	51.5	27.5	117	3.81	0.9246
28 EndUserSat	1.0	3.0	18.0	70.5	43.5	136	4.12	0.7722
29 Maintainability	0.0	3.0	23.0	80.5	27.5	134	3.99	0.6854
30 Privatization	0.0	0.0	1.0	4.0	3.0	8	4.25	0.7071
<i>Questions 1-10</i>	<i>27.0</i>	<i>77.0</i>	<i>283.0</i>	<i>665.5</i>	<i>638.5</i>	<i>1,691</i>	<i>4.07</i>	<i>0.9307</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: Installations
Customer: Other

Survey year: 1999
Total responses: 125

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	4.0	14.0	44.0	53.0	116	4.24	0.8609
2 Management	2.0	5.0	16.5	40.5	55.0	119	4.19	0.9444
3 TeamMember	1.0	2.0	12.0	37.0	71.0	123	4.42	0.7997
4 Listens	1.0	3.0	22.5	46.5	50.0	123	4.15	0.8623
5 Timeliness	4.0	8.5	24.5	45.0	41.0	123	3.90	1.0489
6 Quality	1.0	1.0	20.0	46.0	53.0	121	4.23	0.8140
7 Cost	2.0	11.0	28.0	44.0	29.0	114	3.76	0.9983
8 Flexibility	1.0	4.0	13.0	51.0	53.0	122	4.24	0.8337
9 Informative	1.0	8.0	15.5	48.5	50.0	123	4.13	0.9257
10 FutureChoice	2.0	4.0	17.0	45.0	48.0	116	4.15	0.9161
11 Overall	1.0	3.0	20.0	53.5	44.5	122	4.13	0.8309
12 Planning	0.0	0.0	3.0	16.0	24.0	43	4.49	0.6314
13 Studies	0.0	1.0	13.0	27.0	33.0	74	4.24	0.7905
14 EnvStudies	0.0	0.0	9.0	19.0	19.0	47	4.21	0.7500
15 EnvCompliance	1.0	1.0	5.5	16.5	17.0	41	4.16	0.9283
16 BRAC	0.0	0.0	2.0	5.0	8.0	15	4.40	0.7368
17 RealEstate	0.0	1.0	3.0	10.0	9.0	23	4.17	0.8341
18 ProjMan	1.0	3.0	12.5	34.5	49.0	100	4.28	0.8700
19 ProjDoc	0.0	3.0	5.0	21.0	18.0	47	4.15	0.8592
20 FundsMgmt	1.0	7.0	14.0	31.0	23.0	76	3.89	0.9876
21 AEContracts	1.0	2.0	9.0	39.5	29.5	81	4.17	0.8159
22 EngDesQual	0.0	6.0	12.0	35.5	22.5	76	3.98	0.8830
23 JOC	2.0	1.0	4.0	18.0	17.0	42	4.12	1.0170
24 ConsQual	1.0	1.0	6.0	38.0	29.0	75	4.24	0.7683
25 ConsCompletion	1.0	4.0	13.0	31.0	27.0	76	4.04	0.9301
26 ConsTurnover	0.0	0.0	14.0	28.0	28.0	70	4.20	0.7537
27 ConsPostSupport	0.0	3.0	16.0	22.0	25.0	66	4.05	0.9018
28 EndUserSat	0.0	0.0	10.0	35.0	32.0	77	4.29	0.6855
29 Maintainability	0.0	0.0	11.0	29.0	25.0	65	4.22	0.7179
30 Privatization	0.0	1.0	0.0	1.0	3.0	5	4.20	1.3038
<i>Questions 1-10</i>	<i>16.0</i>	<i>50.5</i>	<i>183.0</i>	<i>447.5</i>	<i>503.0</i>	<i>1,200</i>	<i>4.14</i>	<i>0.9167</i>

**US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1999)**

APPENDIX VI

**RESPONDENTS' WRITTEN COMMENTS
BY MAJOR COMMAND:**

**Army Material Command
FORSCOM
TRADOC
Other Army Customers**

**Air Combat Command
Air Force Materiel Command
Air Mobility Command
Other Air Force Customers**

**Department of Defense Customers
Non-DOD Customers**

Comments: Army Materiel Command

One facility is totally over designed and wasteful. Construction supervision was poor. Warranty for Life Science and Child Care has been intensive. One contractor has been very responsive. Another has been very unresponsive. A third contractor at the Life Science is a big problem. District support from four individuals have been the only good point from these projects.

<i>Design:</i>	<i>Minus</i>
<i>Personnel:</i>	<i>Plus</i>
<i>Project Management:</i>	<i>Minus</i>
<i>Warranty:</i>	<i>Minus</i>

One individual has been very cooperative, helpful and understanding, especially when we want to modify the scope of the project.

<i>Personnel:</i>	<i>Plus</i>
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I have taken personal interest in the quality of services provided by this District, and I appreciate the opportunity to participate in this Customer Satisfaction Survey. I have asked my engineers and facility users for input on the enclosed survey. One of my main concerns has been the timeliness of District services to my installation. The design process appears to be quite lengthy and construction sometimes drags on well beyond planned occupancy dates. These delays often impact our mission requirements and our ability to accept new workload. Overall District service is satisfactory. The improvements made in your project management services are significant. The inclusion of the end user at the construction progress meetings for the BRAC facility project is contributing to the construction effort.

<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Project Management:</i>	<i>Plus</i>
<i>Timeliness:</i>	<i>Minus</i>

The District provided excellent support to us in the Housing issue. Excellent support was also provided for the BRAC projects to facilitate the transition of workload to us. Monthly meetings recently initiated are a tremendous asset to opening lines of communication between us and the District. Some problems have been encountered in A/E design errors and omissions that have impacted us.

<i>Communications:</i>	<i>Plus</i>
<i>Design:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>

This District is very innovative in getting work accomplished. Our task order contract is a good example of "out-of-the-box" concepts. Corps personnel often work with us to find ways to get things done. Housing Support has been excellent. In spite of often incomplete information, the District has been excellent in getting the BRAC projects underway. An area that could use some improvement is relating to A/E design. Timeliness and quality of A/E designs are a concern.

<i>Design:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>

Comments: Army Materiel Command

It seems to take forever to get dome construction mods negotiated. Case in point, Options 1 & 2 on our admin facility. This one has been ongoing for months.

The COE needs to be more proactive when dealing with building fire alarms. The requirements for fire systems needs to be coordinated (dragged out of) with the base fire department. They don't take an active role during the design phase, only during construction when it is too late.

Recommend that a special meeting with the fire guys be held for each project to get their buy in up front.

Design: Minus
Timeliness: Minus

Check hazmat for ??? Roof needs to be done, minimize rain penetration.

Warranty: Minus

Excellent support from the real estate and environmental groups in the divesture of the family housing area.

The real estate group has been very helpful in our pursuit of electric and gas privatization.

The HTRW group was extremely responsive (in May 1999) to our needs to perform well monitoring at Trench 5. They stayed with the project and completed it.

The partnering efforts are especially helpful in project management.

Environmental: Plus
Partnering: Plus
Real Estate: Plus

One individual has made a big difference in this area. A second continues towards making the CE understand the needs of installations - the first is improving in the environmental area. Environmental - improving.

The QA/QC program is not working on all projects. Two issues - in order for construction to do a good job, they need a good design - they don't always get it. Construction needs to strictly enforce the QC/QA program; non-compliance should mean stop work.

Too slow/non-responsive.

Simple need to make A/E's perform - they are not.

Construction Quality: Minus
Environmental: Plus
Personnel: Plus

The field personnel are great. They bend over backwards to support the installation. The Real Estate person has been outstanding in BRAC issues.

Procurement of [???] has failed in getting the JOC contract to us. The protest is not resolved and no one is following up on its resolution. The JOC has gone into a "black hole."

RM support to field personnel needs improvement to be more timely in processing funding requirements. No matter how hard the field tries to support the installation, it takes the entire District for them to be successful and at this point success is lacking.

Funds Management: Minus
Personnel: Plus
Real Estate: Plus

Would have been higher overall if RE had not drawn down the District team.

Real Estate: Minus

Comments: Army Materiel Command

Hard to work land excessing, my impression is "let's do it the easy way." We need to protect the taxpayer's dollars.
Poor information flow on project delay issues.

Communications: Minus
Real Estate: Minus

Two "major" problems, Demonstration Boiler Installation and Oil Runoff Facility are on-going.. For very different reasons, both are very slow in getting to completion. Our contact at thr District is very familiar with both projects and associated problems. Problems with the Oil Runoff Facility cause greatest concern: I'm afraid the final product won't be acceptable to our end user!

Construction Completion: Minus
Construction Quality: Minus

My employers profess to want a "can do" attitude and a sense that I can find a way to "make it happen." I sense a reluctance on the District's part to truly satisfy my wants. They seem to be more interested in covering their past mistakes than in trying to get me the most housing for the buck. There have been improvements but I'm not convinced they have my welfare at heart.

Overall Satisfaction: Minus

Satisfaction levels are based on initial work on one project. Since the total failure on the first attempt to get this project awarded, a very significant turn around has taken place (let's hope it continues) - I'm sure that the next survey will show tremendous improvement. I do feel that there are "plans" within the district concerning this project that are not being shared, especially concerning the number of units. I'm not confident that all district players are concerned about getting all 35 units - feels like they are concerned about paying the bill for the first failed attempt to award - one individual is the exception, but I feel he has to fight internally and perhaps is being "forced" by the resource staff.

Communications: Minus
Overall Satisfaction: Plus/Minus
Personnel: Plus

Area Office support of our base has been good. Internal reorganization/downsizing issues seem to be putting a pinch on the ability to bring appropriate resources to bear on projects. However, the support is still good (to the credit of area personnel).

Overall Satisfaction: Plus
Staffing: Minus

One individual and his staff do an excellent job with the projects here. The District has been exceptionally responsive to our needs/requirements. For questions 24-33, we would be better able to give an assessment of this District's performance in those areas. I am not aware of any problems with quality of construction, etc., however, the folks who work with these facilities can provide a better assessment.

Personnel: Plus
Responsiveness: Plus

I am not really a customer, but work with one individual and others on the local Team. I see very good in-house technical ability, timeliness and a continual can-do pleasant attitude at this District. I have often held this District up as an example of making and assisting the right environmental decision even though it is not the most costly project. I think this District is great!

Comments: Army Materiel Command

Environmental: Plus
Overall Satisfaction: Plus

Major problem with design that was reviewed/permitted -vs- contracted design - septic field. Projects designed years back without re-evaluation of current design needs. Also (possible inappropriate design), i.e., bolted water tank (500,000 gal).

Design: Minus

We operate as a tenant organization. Our mission is to maintain and protect the chemical weapons inventory in an environmentally safe manner. The relationship with the Corps of Engineers is limited to our providing support to the installation and the demilitarization programs. In supporting these programs, our assessment of COE performance has been positive. Unfortunately, Form RCS CEMP-C-32 is tailored for construction operations and doesn't fit very well in our area of operations.

Overall Satisfaction: Plus

Suggest stronger interface with us on Chem. Demil Projects. Would like to see better integration of project planning and contractor interfacing. Total Corps resources are not being brought to bear on main construction project. We could use some contract admin. help. Overall this District demonstrates the commitment and professionalism that I have grown to expect from the Corps!

Overall Satisfaction: Plus/Minus
Project Management: Minus

Doing a very good job in supporting our Environmental Program.

Environmental: Plus

I feel that the COE has done a very good job in assisting the IRP team here. The Program Manager and the Technical Manager have both given 110%. The efforts put forth by the entire Army Environmental Team has provided the installation with the professional expertise needed to go forward. We all have one common goal - protection of human health and the environment.

Environmental: Plus
Overall Satisfaction: Plus

The Corps works many projects for the BRAC Environmental Programs. Technical everyday things are handled well, but the overall project management needs improvement. There is a void in COE support because a person doesn't exist that works only Project Management. Also, during the last BRAC Env. Workplan meeting, I felt that the HQ COE funding rep. hindered our request for funds instead of supporting me. It was frustrating.

Funds Management: Minus
Project Management: Minus

I am extremely pleased with the service we get from the COE. We expect and receive quality work on projects administered by the Corps. My only complaint is the length of time it took to complete the negotiations on the land transfer.

Overall Satisfaction: Plus
Timeliness: Minus

Comments: Army Materiel Command

Our project was executed as a "Design-Build" project. Our hindsight says that this project was probably not suited for the "Design-Build" process. Our requirements were far too strict to allow any flexibility. Admittedly, we naively pushed to use the "Design-Build" process. In addition, the lack of experience in this process on the part of the District probably exacerbated the problems. The "Partnering" concept has also been a rather difficult concept to truly implement.

Communication at times appears to be selective and we have been excluded from meetings where our inputs probably would have proven beneficial. Our imprecision is that "Partnering" has been a selective process and was used only when convenient.

The lack of an approved construction schedule and the delay in the completion of construction has had a significant impact on our follow-on efforts. We appreciate the emphasis on quality, but would like to have seen more emphasis on timeliness. This also applies to timely resolution of issues.

This project apparently got off on the wrong foot and we are seeing the impact of some of those early difficulties. The situation has improved over the last six months and we hope to continue to see improvement.

Design-Build: Minus
Partnering: Minus
Timeliness: Minus

We had a good year under difficult conditions. Kudos to the Corps team for great support. Thanks!

Overall Satisfaction: Plus

The District designed and constructed two projects for us (one was funded in FY 95, the other in FY 96). As of this date, neither project is physically complete. Both projects have had their share of workmanship problems. We have learned the low bidder isn't always the best contractor.

Timeliness: Minus

What you most appreciate - existence.

What we most need to improve - when is the Corps going to undergo ATG study reorganize and reinvent process and come to grips with installations shrinking budgets? Corps costs are too high.

Cost: Minus

What you most appreciate - communication.

We think you're doing a lot better. It's a pleasure doing business with you.

Overall Satisfaction: Plus

Overall rating - excellent.

District project management - One individual does an excellent job. Very responsive, very cooperative.

Area Office - excellent - best in the Corps.

Environmental Project Management - Another individual performs a difficult task with ease, very responsive.

District - design/build support - A third individual is an excellent "request for proposal" writer. Very thorough.

Overall Satisfaction: Plus
Personnel: Plus

Comments: Army Materiel Command

Would like to express my gratitude to two individuals for their willingness to assist with any problems that surfaced on the MACOM NEPA documentation. One made herself available on AEP EIS, obtaining critical information and resolving problems/answering public comments in an expeditious manner. The other is a dedicated professional with a positive "can do" attitude toward the accomplishment of our NEPA mission. Our thanks to the NEPA Support Team as well. This office appreciates the support and professionalism of your district's efforts.

Overall Satisfaction: Plus
Personnel: Plus

I am aware of this District's consistent significant support and fine cooperation. Your people influence change in the management process of BRAC environmental documents by taking an active role which improves the quality and accuracy of our documentation. We appreciate the professional advice and recommendations to comply with NEPA that have helped to assure the success of the BRAC environmental program. Please accept our thanks and appreciation for your participation.

BRAC: Plus
Overall Satisfaction: Plus

One individual has done an outstanding job of anticipating our contract requirements and working with us to make needed modifications.

Personnel: Plus

More flexibility needed on priorities while staying within PW's IOB.

Flexibility: Minus

There has been a problem this spring getting funding from HQUSACE to a contract (SAIC). It has caused delays and loss of spring weather field work. District has done a good job for me the last 3 years.

Funds Management: Minus
Overall Satisfaction: Plus

COE has taken steps in a timely manner to win their own environmental stewardship award for our team for 98-99.

Environmental: Plus

I think the overall quality remains high, however, overhead costs pose as a restriction for some of our projects.

Cost: Minus
Overall Satisfaction: Plus

Make necessary corrections.

Warranty: Minus

Continue good work, being proactive, looking for work arounds/alternatives and being quick to identify issues/problems and providing solutions.

Overall Satisfaction: Plus

Comments: Army Materiel Command

Design/contracts remains our biggest concern - A/E's expect us to lead them through all the environmental requirements for a construction design. We would expect them to research and plan all environmental controls in the specification.

There does not appear to be any review done by the Corps on environmental controls and requirements at the Corps. I would have someone there to review these designs, and the contracts, to insure all environmental requirements are addressed.

Design: Minus
Environmental: Minus

The COE Environmental section (Restoration and BRAC) have provided excellent help over the last few years. We appreciate the commitment that your staff has provided our facility. The efforts of two individuals have been essential to the restoration and transfer efforts of one of our facilities.

Environmental: Plus
Personnel: Plus

We would like to get US ACOE to track obligations. Expensing balances as well as SAA/SA costs by project or site. This would enable us to keep track of our restoration program outlays.

Funds Management: Minus

Comments: Army FORSCOM

1. Seeks Your Requirements:

a. We need to do a better job of articulating our requirements and asking for the support we need from this District. With downsizing of our professional engineer and architect staff we need to resolve how we can get support in this area without it taking a lot of time. Many of our requirements are driven by short fuse events.

b. Most of the time the COE has given adequate time for review and takes our suggestions. However, the time it takes to review major projects can be problematic.

2. Manages Your Projects/Programs Effectively:

a. Modification still takes a long time to process.

b. When deficiencies are found or poor KTR practices are brought to the attention to the COE, little is done to make corrections. (Concrete poured around underground piping instead of the placement of thrust blocks as the specs indicated. Becomes a maintenance issue after the warranty period is up. Code violations are put off until it is convenient to make corrections; equipment installed less than 3 feet in front of the variable frequency drives).

3. Treats you as an Important Member of the Team:

a. Bi-weekly partnering has helped this area.

b. Trying to keep us read into the ISO. Still don't know where this is going.

c. We feel some resident office personnel tend to avoid us because we always bring them problems that need resolved. It seems we are treated as a nuisance (worker-level).

4. Resolves Your Concerns:

a. Wants to help us but many times do not have the assets or capabilities to.

b. Have problems with design branch accepting our comments on projects, especially in mechanical resulting in oversized equipment and increased energy usage.

c. It appears that if enough time is put between the concern and the need to move forward on the project, the concern is disregarded.

5. Provides Timely Services:

a. Slow on contract mods.

b. A/E procurement time still takes 60-90 days.

c. Too much time between request for information and decision to change or correct issues (Chillers and Boiler).

6. Delivers Quality Products and Services:

a. Need to pursue A/E and in-house design liability.

b. Need to resolve A/E and construction problems more efficiently.

c. We have greater need for accountability. If there are corrections to make or concerns to answer, there is always a dollar sign attached that outweighs the problem ("That's the way it was designed, we don't have the money to change it").

7. Delivers Products and Services at Reasonable Cost:

Worked hard this last year in getting cost down on real estate transactions but are not there yet.

8. Displays Flexibility in Responding to your Needs:

COE doesn't seem to think outside the box or explore all options for supporting us.

9. Keeps you informed:

a. Good working and partnering relationship.

b. Does not always respond on comments that we make on design review. There is lack of communication and teamwork.

10. Would be your Choice of Future Projects/Services:

a. Would like to pursue issuance of A/E delivery orders at our local DOC to see if better response time can be made.

b. Our budgets dictate manpower reductions in areas of unpredictable workload, i.e., design services. You kind of have us as a captive audience.

c. Some folks know we are captive customers. With some changes in the attitudes toward the customer/user I would suggest the use of the service.

11. Overall Level of Customer Satisfaction:

At times a 3 but more often a 4 rating.

14. Environmental Studies and Surveys:

Comments: Army FORSCOM

Seems to be very expensive and take a very long time.

17. Real Estate Services:

Getting better.

18. Project Management Services:

Construction project management doesn't seem to get excited about much, or worry about timeliness of resolving problems.

19. Funds Management and Cost Accounting:

a. Getting a quarterly CEFMS report helps in real estate issues.

b. Want to see all the costs of projects.

20. Architect-Engineer Contracts:

Housing windows project had numerous major design deficiencies that were identified by the industry during the solicitation process.

21. Engineering Design Quality:

a. In-house design was extremely poor on one project and has caused a great deal of lost time and extra work.

b. In-house design is of poor quality and the installations comments are not incorporated into the designs.

c. Many change requirements due to design deficiencies.

d. The Engineering Design Quality is less to be desired on some projects. When we ask for changes or clarifications, the A/E is either not available in a timely manner or not responsive.

24. Construction Quality:

a. Bi-weekly partnering meetings have improved this area.

b. Taking long time to resolve long time deficiencies.

c. Contractor work site appearance is not acceptable for some projects. Clean up at the end of the day was nonexistent.

25. Timely Completion of Construction:

a. Most projects are on schedule.

b. There are few projects that come in on time. Lengthy time to get corrections made.

26. Construction Turnover:

Close out documentation could be improved.

27. Contract Warranty Support:

a. Takes a long time to get the deficiencies corrected.

b. Sometimes fixes are not long-term corrections.

c. There is little warranty work that is provided by the KTR. We are first responders and wind up taking care of the call to get the customer satisfied.

28. End User Satisfaction with Facility:

Satisfied but takes a lot of effort on the installation to get to that point.

29. Maintainability of Construction:

a. Still seems we have to correct maintenance problems.

b. The maintenance of some of the equipment is not possible due to the design of the construction.

c. Some practices cause the user to be dissatisfied with the final product.

Comments not relating to a number:

a. We have realized a great improvement of the last 3 years. We are very pleased with the improvement in responsiveness, respect and customer service we have received in the past couple of years.

b. You have an outstanding project manager. The support she has provided the Commercial Activities initiative has been great.

c. Resource management could improve on her responsiveness.

d. Cost accounting folks are responsive, always there to help us get information very good.

e. PM-Forward, we are probably going to ask for full time with employee at the installation.

Overall Satisfaction: Plus/Minus

One door to the Corps program is very responsive and provides a great sense that issues are addressed.

Comments: Army FORSCOM

Finishing well is systemically poor which taints nearly every project that starts well: clearing the punch list, turnover of as-builts, schematics, tech manuals.
Real estate issues are increasing yet support staff stretched with regional responsibilities.

Construction Completion: Minus
One Door to the Corps: Plus
Staffing: Minus

Two individuals are the only two people I have had the pleasure of working with. From the customer side of the house, I think they do a great job.

Personnel: Plus

Very satisfied with level of support received. Project managers are proactive in seeking customer requirements and go the "extra mile" to deliver services in a timely manner.

Overall Satisfaction: Plus
Project Management: Plus

We need to get as-built drawings more quickly when new construction is turned over to us for maintenance.

Project Close-out: Minus

My District contact the past year has been primarily with one individual, and for a very brief period, a second person as I turned over the BRAC effort to another individual. The first individual's support for landfill and remediation has been outstanding in every way. He represents this District extremely well.

BRAC: Plus
Personnel: Plus

Thank you for your support!

Overall Satisfaction: Plus

Overall, the people are great - it is the process we need to watch and keep improving.

Overall Satisfaction: Plus/Minus

I've addressed my responses based on my MACOM perspective, and working relationship with one individual. He is a great person to work with. He keeps me informed and is very responsive to FORSCOM's needs.

Personnel: Plus

COE doesn't follow our civil design standards. Lack of response to warranty issues.

Design: Minus
Warranty: Minus

Here it is late in the FY, yet projects that we agreed to execute this FY again look as if they will only be obligated late in September. Why it takes 9+ months after I tell you we have money to obligate is extremely frustrating. The construction updates rarely show any true progress/info.

Timeliness: Minus

Comments: Army FORSCOM

The Corps really needs to try to improve communication with customers. Additionally more emphasis needs to be placed on resolving customer concerns and problems.

Communications: Minus
Responsiveness: Minus

Project management side of the house is excellent. I think you have some weakness in design reviews and maintainability reviews. If you are using COE standards - be careful of building in old mistakes. This base is a monument to many of these types of design errors. Example - piping and valve placement in the Central Energy Plant - piped in backwards (QA problem). Tank Trail - falling apart after 8 years (another QA problem), child development center (maintainability of mechanical system not considered). In BUP programs - building being turned over without punch list of deficiencies being corrected.

Design: Minus
Project Management: Plus
Warranty: Minus

Want to greatly commend one individual and any of the District team that worked on re-siting the Medical Supply Warehouse. Terrific job! Great attitudes (can-do attitudes). They made the re-siting happen and we will be able to award in FY 99.

Great job by another individual and the District Team on development 10% design layout solutions for the Separate Bns and the Barracks Complexes.

A third individual is a super overall Project Manager for us. He keeps me well informed - need more Project Managers like him. When I call, he always get me an answer.

Great job by the rest of the District Team getting designs on the two "super hot" housing projects designed. Due to their efforts, we will likely award these critical projects this fiscal year - an extraordinary feat!

District's "Achilles' Heel" is HVAC systems. If the District wants to seriously improve, this is the area to tackle. The Plant is an embarrassment to everyone. The mechanical systems are terrible. Our customers will never be happy if the heat & AC don't work properly. You can have the most beautiful, functional architecture and planning in the world and it won't matter unless the heat & AC work like they should. I greatly admire this District - you are owning up to the problems. Nothing gets fixed without an honest assessment and I see that happening in this District. The site planning is very good, landscape, architecture 1st class, architecture is very good - let's tackle the mechanical problems. If we do, we will be an unbeatable team.

Design: Minus
Overall Satisfaction: Plus/Minus

Need to improve warranty process - especially feedback.

Value engineering - good process, but I think it should also address life cycle costs.

Good architectural/landscape designs.

Good response to user concerns/wants during design process.

Design: Plus
Responsiveness: Plus
Warranty: Minus

The team from this District do an excellent job in supporting us and working with us.

One individual does an excellent job at the Area Office. He always keeps the customers informed and treats us and the users as critical team members. Two others do a good job.

Overall Satisfaction: Plus
Personnel: Plus

Comments: Army FORSCOM

Very satisfied with District & Division support.

Overall Satisfaction: Plus

This District continues to serve us in a positive professional manner. Very responsive to our needs. Only challenges have been within the MCA estimating arena. Project estimates have jumped well above PA's causing concern at ACSIM & MACOM. Must resolve cost questions prior to notification to higher HQ's.

Cost: Minus
Overall Satisfaction: Plus

The Corps continues to provide a service that seems to be more self serving than customer satisfaction. They are missing deadlines and making changes without informing us. This could result in a fine at the installation level. The Corps still does not provide a detailed cost account of its expenditure of funds on the project nor hours worked.

I do have high praise for the work done by one individual and a local engineer tech who works Building Demo & Asbestos Removal projects.

Funds Management: Minus
Overall Satisfaction: Minus
Personnel: Plus

The District has been a willing partner in areas where we want to break new ground. Implementation in some instances has been hampered by high support costs. Need to work on getting costs down!

Cost: Minus
Overall Satisfaction: Plus

I am grateful to several district professionals who provide contractual support to our environmental and forestry programs. These individuals are good ambassadors for the District and have time and again taken timely action to resolve critical issues.

In general, I am also thankful for assistance in the "one door to the Corps" program. Your flexibility in helping us obtain specialty services this way is most appreciated.

Environmental: Plus
One Door to the Corps: Plus
Personnel: Plus

Excellent working relationship!

Overall Satisfaction: Plus

#19 Project Documentation - slow, expensive.

I am extremely pleased with the entire project team, but especially want to recognize the outstanding level of support and quality of products and services provided by the Lead Project Engineer, Environmental Design Section. She is extremely proficient with all levels of project management and execution, provides excellent technical support, has a high degree of commitment and overall makes the BEC's job much easier! Some of the survey questions which received lower scores had to do with internal contractual issues which were felt by the customer in terms of timeliness of some of the deliverables. Overall, though, I really have no complaints.

Comments: Army FORSCOM

Overall Satisfaction: Plus/Minus
Personnel: Plus
Timeliness: Minus

Our biggest concern is the quality control. We received several reports from the property manager that QAR are not checking the workmanship as well as the requirements of the contract are not followed.

Engineering Design Quality - make sure, spell-out what we really want and not leave it to the contractor what and how they want the job done.

Construction Quality: Minus
Design: Minus

What you most appreciate - I have always received great support from the District project managers.

My response to these questions is from a MACOM perspective. I am involved in all projects/issues concerning this base. My concerns from the MACOM are: timely design execution, design to PA, resolving issues concerning scope, cost, schedule. I have been well supported by the District in these areas.

Overall Satisfaction: Plus

These comments apply to the District contract administration here. It does not include activities at another base

Overall one individual has done an excellent job managing the clean-up contracts here. He has been outstanding in managing cost control, meeting deadlines and producing quality products. Another individual has been invaluable providing technical advice to the BEC and assuring top quality products from the contractors.

There were a couple of occasions in the past year when contractor actions (work storage, scope growth) was not reported in a timely manner to the BEC.

Communications: Minus
Personnel: Plus

In all fairness to the BRAC project team as a whole, the lower level of satisfaction (as compared to another base) has mainly to do with the fact that there is not a dedicated project technical lead person. The internal changes the District Environmental Design Section and others went through about one year ago were felt by the customer. Such as losing the Technical Manager (making the PM/TM person the same), Envir. Design Section Chief left and was backfilled by the project engineer. Their Engineer left and a new one came one, but was only part-time. The individual team members have provided excellent customer service and project support, but everyone on the team is only partially committed to us. We really need at least one part-time technical person on the project. Another added problem was that all the BCT team members and BEC were relatively new. We lost continuity when USACE team members and BCT team members changed over. Different philosophies, different management practices, strategies, etc., all affected progress on the project. Also, the level of performance by the AE contractor was not what we (or the USACE) had expected. We were looking for someone who could "take over" but they instead were relying on mere direction from the team. It seems now that problem is being corrected as additional contractor team members are being added to fill in the gaps. Also, I want to mention that the project team as a whole and BCT seems to finally be "in sync" and there is great potential for the project to have moved ahead this year, and it was unfortunate timing of the DA pilot project which halted the work.

I believe everyone's commitment and dedication are very high, and if given the chance to continue, the USACE could have been very successful in moving the project along.

Staffing: Minus

Comments: Army FORSCOM

Resident Office: needs to improve in the following areas:

1. Managing the projects - lack of coordination, information and percentage completion.
2. Timely completion of projects.
3. QA inspections - lack of adequate staff to manage the large construction program at Fort Irwin is impacting quality of construction. Need to hire more QA personnel.
4. Information on projects - users are not always kept informed on what is going on; user finds out about what is going on after the fact.
5. Monitoring funds - need to track funds better.

I have discussed the above matter with the Area Engineer, and he has assured me that corrections will be made to my above concerns.

Area Office - The support we get from one individual and his staff in the AO is outstanding. His staff provides superior technical and contractual support to us. The Indefinite Delivery Indefinite Quantities (IDIQ) Construction contracts administered by Area Office personnel have been excellent and we are looking forward to using them.

District - The support we receive from the District Offices has been adequate.

Funds Management: Minus
Overall Satisfaction: Plus/Minus
Project Management: Minus
Timeliness: Minus

Two individuals are true professionals and exceeded our expectations for flexibility and reliability.

Personnel: Plus

We have a long and rewarding relationship with this District. It is customer oriented and supportive.

Overall Satisfaction: Plus

One individual provides excellent service. She is prompt, accurate and just generally a pleasure to deal with. Clone her!

Personnel: Plus

Service has been great as shown on the survey. One individual goes the extra mile to take care of our requests - also very personable and makes it real easy to do business.

Overall Satisfaction: Plus
Personnel: Plus

This District has managed several of our accounts for years and provides an efficient, reasonably priced service - without fail. We are very satisfied.

Overall Satisfaction: Plus

Superb support and response.

Critical "stakeholders" in this installation's mission to maintain infrastructure.

Made great progress this year in aligning technical services and PM to customer requirements.

Worth every penny!

Cost: Plus
Overall Satisfaction: Plus

Comments: Army FORSCOM

Very satisfied with District & Division support.

Overall Satisfaction: Plus

Placing COE employees at the installation has been instrumental to providing excellent service. Look for Real Estate support to improve with placement on site.

Have made great progress in the last year in integrating technical staff with installation - need to continue on this path.

Continue to focus on OMA program support - the COE has so much to offer in this area.

Real Estate: Plus/Minus

Staffing: Plus

Great professional relationship between Corps & this base. In the coming days of reduced resources, everyone must continue to find better, faster, cheaper ways of doing business. Must have the Corps' continued support and excellent advice with all our projects, especially the Army Airfield and Heliport actions.

Overall Satisfaction: Plus

Excellent support and response. Truly a member of our team.

Overall Satisfaction: Plus

Comments: Army TRADOC

Need to be kept informed in a proactive manner.
Still cannot afford your services on a regular basis.

Communications: Minus
Cost: Minus

Archaeological/historical support is excellent. Real estate support above average.
Inconsistencies in M.P. support. Project management support (PM Forward) has improved significantly.

Project Management: Plus
Real Estate: Plus

The PM Forward concept has helped improve Corps services.

PM Forward: Plus

Strong District that in general provides outstanding service.
Outstanding environmental support. One individual and his staff continue to provide excellent service.
Extremely pleased with BRAC construction. Considering the magnitude of effort, planning and construction were done very well.
Strong planning support, particularly in the development of 1391s and cost estimates.
PM Forward program is a real winner.
You have some real champions that have represented the District exceptionally well this past year.
Based on comments from my subordinates and from my own observations, I would recommend some emphasis on improving delivery of "as built", development of contract acquisition strategies with the Installation, and on warranty responsiveness. Also would recommend a low at how "field changes" can be more easily made and with better customer input. Some of our concerns are probably magnified based on the amount of construction effort involved with BRAC.

BRAC: Plus
Environmental: Plus
Overall Satisfaction: Plus
Warranty: Minus

#1 - Does not actively seek requirements. We must make the first move. Once engaged, they do a good job.
#8 - Flexibility could be improved. In design they could try to be more innovative. They are slow to pick up on new ways of doing business especially in the are of contracting.
#17 - Real estate is slow to respond to requirements.
#21 - During the design process we get little feedback.

Design: Minus
Real Estate: Minus
Responsiveness: Minus

I have been very pleased with the responsiveness and capability of one individual. She is the main reason I have been pleased with COE service, and I hope she will continue to work on contracts related to environmental tasks.

Personnel: Plus

Comments: Army TRADOC

Have received outstanding support from five individuals. These dedicated professionals provided outstanding customer service and quality built facilities. I am grateful and pleased to work with these individuals. They serve as fine examples for others to emulate within the Corps. They bring "VALUE" to everything that they do and live the slogan "PROUD TO SERVE." Wish that other District staff would mirror these individuals' commitment and enthusiasm.

Overall Satisfaction: Plus/Minus
Personnel: Plus/Minus

Reduce cost of doing business with USA COE.

Cost: Minus

During the last 12 months my involvement with the Corps of Engineers has been primarily with the new family housing construction and planning. Dealing with two individuals has been outstanding. The Area Office has also been very cooperative with one goal to provide the customer with a quality product.

Overall Satisfaction: Plus
Personnel: Plus

Any ratings over 3 are primarily directed at the support one individual has given this office. I assumed that the survey was for overall District performance and not simply him. I have been extremely satisfied with the work of this individual and equally dissatisfied with other work performed through the District in this past year - construction and IDC primarily.

Overall Satisfaction: Minus
Personnel: Plus

Overall support provided is at a high level. One individual is a great point of contact for design and construction issues, I feel fortunate to work with him.

Overall Satisfaction: Plus
Personnel: Plus

Kudos to Area Office - one individual responds quickly to all queries.

PM Forward/PM Rear = a super team.

Great RE management on land swap!

The only thing District dropped the ball on was JOC contract prep - looks like you have a handle on it now.

Overall Satisfaction: Plus/Minus
Real Estate: Plus

I have been very satisfied with the products we have received from this District, particularly the Area Office.

Two individuals have done a great job including me and the Regiment in key decisions and input. I have no major complaints but have been less than fully successful in dealing with the Interior Design section.

Design: Minus
Overall Satisfaction: Plus

Comments: Army TRADOC

Corps office has greatly improved relations with area shop foremen where projects are being constructed. We now have an excellent working relationship which enables us, the user, to achieve a superior product. Coordination between the Division chiefs, DPW and Corps office is outstanding. Corps support has improved the QOL for the soldier, his family and civilians.

Overall Satisfaction: Plus

Overall performance and satisfaction with this District and the Area office are very good given the current budgetary climate for construction work on military bases. Design and construction work is very professionally executed and yields high quality products overall.

The only area truly requiring improvement is the incorporation of maintainability concepts into the new construction and renovation designs. Incorporating these concepts is a very challenging problem and low levels of success result in large life life-cycle cost outlays during the life of the facility. The fastest and easiest way to improve in this area and incorporate this knowledge into your design processes is to require the design team (all of them) to meet on site and listen to the public works tradesmen and first line foreman. Doing this as a facility of similar construction and purpose as the one being designed will allow the people who maintain your designs to tell you how to improve them and reduce long-term costs. These people have a wealth of knowledge about every element of maintaining your designs. More than anyone else they can show you ways to improve that translate into life-cycle cost savings and probably construction cost savings too. I find these people are almost never consulted in the design phase of a project. I have always had great success in projects by tapping this resource early on.

Design: Plus/Minus
Overall Satisfaction: Plus
Warranty: Minus

More frequent communications with PM staff would be beneficial. We would still like to have a PM Forward on the installation.

Communications: Minus

The last several years have demonstrated significant improvement in the Corps services in spite of Corps downsizing.

Detailing one individual to the DLE engineer side of the house as a project manager/liaison person was a smart idea.

The DLE Master Planning Section is trying to expand the MCA Program to increase construction programs which will increase job security/stability in the Area Engineer's Office.

The Corps needs to hammer contractors for getting so far behind on the Enlisted Barracks project.

This District and DLE need to make better use of our powerful congressional delegations.

Overall Satisfaction: Plus
Project Management: Plus/Minus

Outstanding effort. Great capacity for HQ-type of requests.

Overall Satisfaction: Plus

Only work currently being done for us through this District is the project. We hope to be able to fund a similar project for our sub-installation with year end fund or next fiscal year. We are quite happy with the product provided.

Overall Satisfaction: Plus

Comments: Army TRADOC

This District has greatly improved service to the Base Transition Team since the last survey. On-site project management by one individual has provided the oversight and integration necessary for completion on BRAC project.

BRAC: Plus
Personnel: Plus

I have received outstanding support form the Corps.

Overall Satisfaction: Plus

This District is the finest district engineer in the Corps. The rapport that has evolved between the DPW and DE is outstanding. If I was to have any comment on things that could be improved, it would be in understanding. DPW employees do not understand all the restraints and rules that Corps employees work under. Conversely Corps employees do not understand all the restraints and rules DPW employees work under. If somehow we could walk in each others shoes for a period of time, both organizations would benefit immensely.

Communications: Minus
Overall Satisfaction: Plus

One individual has been very helpful throughout this past year and has done a very good job helping the COE and the DPW work together on many issues.

Personnel: Plus

Needs to be more emphasis on follow through of project "hiccups." This has been a sore spot. Please understand this is something that we all need to work on for better customer support. The punch list problems seem to fall through the crack too often. Once we finish a project, major components , or achieve BOD, follow up is difficult at best. Everyone simply wants to move on to a new project, and we forget requirements remain.

Project Close-out: Minus

The following is in response to comments 5, 6 and 8. Timely service is hampered by a lack of resources which also impacts on ability to produce or oversee the production of quality products and services. While the Corps has demonstrated its flexibility in adapting to a changing work environment, the TERC appears to grow more rigid.

Overall Satisfaction: Minus
Timeliness: Minus

Extremely poor contract warranty support was a major concern in the past. Changes to the warranty procedure were recently implemented to correct the problem. It is still too early to evaluate the effectiveness of the new procedure, but initial feedback indicates greatly improved service to our customers.

Warranty: Plus/Minus

Contract Warranty Support - just changed - need time to evaluate new system.

Warranty: Plus/Minus

What you most appreciate - Willingness to provide support requirements. Fast response to customer needs. Project development skills and expertise.

Comments: Army TRADOC

What we most need to improve - Use of JOC resources. Need on-site district staff to assist DPW office.

To assist in completing this survey it would be helpful to have a description of what each number is to relate to, i.e., 3=average, 4=above average, 5=well above average??

Overall Satisfaction: Plus

What you most appreciate - The on-site PM is working very effectively. Having PMs on-site and immediately available to talk with customer is a definite plus. One individual is a strong point as far as customer is concerned. Willing to do anything required to serve customer's needs. Excellent support has been provided to POM and customer wants to continue to use them in the future. IT Corp is very effective in working with team to resolve problems/issues.

What we most need to improve - The performance of contractor needs to be improved. OE after Action report quality. We need to manage our team member assets based on customer concerns on some members. COE needs to develop a "burn criteria" that can be given to the regulators to allay their concerns over burning lands on the former base. The risk model for OE, plus all the OE RI/FS needs to be more effective when dealing with the regulators.

To assist in completing this survey, it would be helpful to have a description of what each number is to relate to, i.e., 3=average, 4=above average, 5=well above average?? The capacity limit of some of our service contracts, especially with HLA, are a real concern to the customer.

Overall Satisfaction: Plus/Minus

What you most appreciate - continue to treat BRAC as important member of team. Keep communications/information flow going. Display outstanding flexibility in dealing with BRAC issues. High level of trust for people working on BRAC program. High level of confidence in what the Corps BRAC team tells me.

What we most need to improve - Corps representatives at meetings are expected to keep all other team members informed of all issues - not just those issues that pertain to their area of concern. Pass information out to other team members for their own evaluation. Providing timely information concerning project close-out. The BRAC office needs more time to review documents prior to EDC meetings. HQ USACE needs to delegate authorities to District level to make changes in standard Real Estate documents. Too much time is spent on upper level review. The design for the BRAC utility metering projects was not very good, resulting in many mods to contract that took too long to process.

We have displayed good communication with BRAC personnel; keep up the good work, maintain a good attitude.

BRAC: Plus
Communications: Minus
Timeliness: Minus

What you most appreciate - customer service that PM provides to the installation. Our support to the DENR and BRAC offices is outstanding, and is appreciated by the GC.

What we most need to improve - creeping costs and delays in project delivery. Our experience with Housing Privatization needs to be strengthened. JOC costs appear to be too high, try to keep in control.

GC is very unhappy over the CDC negotiations. He does not understand our process that has prevented the POM from completing this "arrangement". He questions our reasonableness, and to him our appraisal is "gold-plated." Also, time to complete the lower POM lease took over a year, which is too long. This District is his POC for the Corps of Engineers - thus any delays caused by any Corps element are responsibility of the District.

Cost: Minus
Overall Satisfaction: Plus/Minus

Comments: Army TRADOC

One individual is doing excellent job of addressing our needs/requirements.

Personnel: Plus

Addition of IDIQ have proven very beneficial. We have used this contract to support a wide range of efforts associated with closure of this base. Examples include boarding of buildings, clearing of ranges, installation of meters, etc. They have been responsive and provided quality work efforts.

Command has questioned whether the 6% mark-up will decrease in the next contract.

BRAC: Plus
Cost: Minus

The staff has been extremely helpful in accomplishing this project. One individual has kept on top of the project, getting things done in a timely manner. The staff is very knowledgeable and keep me well informed.

Overall Satisfaction: Plus
Personnel: Plus

This District has done a great job with construction. The biggest problems I've seen is getting the end user involved early to describe the requirements well so you can do your work. In the case of both our new dining facility and regimental HQs, a poor description/vision of how the facility would function led to design flaws which are having to be overcome. Most of the problem in this arena is on our end. The only other issue I have is length of construction. We watch similar facilities on the civilian sector go up in half or less time than military construction. Frustrating, but not a show stopper. Overall, supremely pleased with the great job the Louisville District does and our partnership.

Construction Quality: Plus
Design: Minus
Timeliness: Minus

This District has the best installation support in the our Service. Period. Great team. Seamless and integrated with the installation DPW/DBOS. You have a great DE.

Overall Satisfaction: Plus
Personnel: Plus

One individual has been an excellent COE representative. His support to our Environmental Division has been very professional and timely. I do not think you could have a better employee. Another individual has been very attentive to our environmental projects. She and her staff are very responsive.

Environmental: Plus
Personnel: Plus

Two individuals have committed themselves to a successful IRP program here. The first has formed a relationship of teamwork, cooperation, and good faith performance. Communication has improved and disputes avoided. Everyone works as a team now to identify and achieve shared goals.

Overall Satisfaction: Plus
Personnel: No comment

Comments: Army TRADOC

Generally feel we get good Corps support in MCA program. I like the trend towards RFP contracts versus low bidders. Not particularly fond of design/builds. Partnering process allows much greater input from the end users as well as from DBOS. Have good working relationship with the Resident Office, though sometimes feel their staffing level hinders their ability to adequately cover all projects. District project management support is good, though would like to see more stability in personnel assigned to us. Think we are on our 4th PM this year. District liaison to DBOS staff is working well. Submittal review process is broken. System is slow and does not involve the designers. Currently have two nonconforming items on BKS/OPNS job that were approved without designers knowledge.

Design: Minus
Design-Build: Minus
Overall Satisfaction: Plus
Staffing: Minus

Have seen significant improvement in trying to understand installations needs and in providing better, quicker support. ISO a good idea.

Overall Satisfaction: Plus

As always our association with this District Engineer has been extremely close and we feel that we're being treated as the most important customer you have. Our dealings have been very professional and mutually rewarding. The District Engineer's positive leadership has been instrumental in making our association extremely pleasant.

Overall Satisfaction: Plus
Personnel: Plus

Comments: Army Other

Worked on 3 items with this District.

1. Implementation of IDIQ delivery orders. Overall satisfaction rating 3. Processing of delivery orders seems lengthy. Usually takes 4 weeks.
2. Design assistance with Fire Protection Systems. Overall satisfaction 1. We had to repeatedly call to find out status and get commitment to design once the MIPR was in place. Calls and email were not returned. Deadlines were not met which jeopardized using funds by contracting deadlines.
3. Gas Piping Survey. Overall satisfaction 5. Prompt, professional and timely.

Project Management: Plus/Minus
Timeliness: Minus

Revise the voice mail system. It is impossible to tell if a person is unavailable for a few minutes or several weeks. My perception is that voice mail is used to screen or hide from calls. If I know someone wishes to be undisturbed during certain periods I will respect that; but you need to communicate.

Take time to return calls. I have left as many as seven messages in a two week period without the courtesy of a single return call.

Communicate! Keep us informed. If you cannot meet an agreed-upon completion date, talk to us. Don't wait until we can finally contact you. We have customers that we need to keep informed about work you are doing. Please communicate!

Take our comments seriously. You do not have a corner on the market of technical expertise. We also have a great deal of knowledge and experience. Ideally, we should be able to complement each other.

Provide support. Do not simply take our requirements and delegate them back to us.

Communications: Minus
Partnering: Minus

Cost for Project 90 is out of control.

Cost: Minus

Cost for services continues to overshadow the quality of services provided.

Construction Quality: Plus
Cost: Minus

Excellent coordination between your office on our base and our personnel.

Master Planning support is outstanding.

Real Estate Office has worked as a team member on our privatization initiatives.

Partnering: Plus
Real Estate: Plus

A/E contract service is excellent. However, the cost for this service is too much.

Overall, the COE still is very high priced.

I feel that the COE could improve response time.

Construction quality is very good.

Construction Quality: Plus
Cost: Plus/Minus
Design: Plus
Responsiveness: Minus

Comments: Army Other

Field office does excellent job of coordinating construction with our personnel.
MCA construction quality is excellent and timely.
OMA work still too costly.
Master Planning and GIS support excellent.
Real Estate has participated as member of privatization team.

Construction Completion: Plus
Cost: Minus
Project Management: Plus

The COE still are very expensive.
My charge on A/E contract is too high. I plan to try to negotiate for next year.
As-built and project close-outs are slow.
My service with A/E contract has been very good, very responsive.

Cost: Minus
Design: Plus
Project Close-out: Minus

The Corps is extremely slow in providing as-builts.
With the Field Band Building due to fast-tracking, we were not given a chance to comment on putting 4 HVAC units in the attic or in the taking up a large portion of the upper parking lot with a loading dock and ramp. We would have requested to be relocated.
With the DDS building we requested that the HVAC equipment be kept on the ground and the roof be totally sloped. The equipment was placed on a flat roof behind a mansard without any explanation.
Coordination on warranty issues has been difficult to accomplish.
Once the job is complete, communication and response to issues becomes tougher to accomplish.
A/Es do not do a good job of documenting existing field conditions. This causes many modifications to occur. The A/E should be held accountable and received less work if they make errors. The DPW should be directly consulted on this issue.
The quality of design, construction and planning is subordinated to the Corps' interest in early award, completion of construction and acquisition below budget.

Communications: Minus
Design: Minus
Warranty: Minus

One individual provides professional service, his calm, hard working attitude has own him the respect of everyone here.

Personnel: Plus

1. Good design review process. Willing to hold meetings on site. Need improvement on adding requirements for facility maintenance.
2. Timely status updates and responsive to issues and concerns.
3. Included in design review meetings. Holding weekly construction status meeting. Need improvement in working with Construction Inspection Branch.
4. There has been an improvement on correcting problems during construction (Community Club, and Range Projects).
5. Many issues take a long time to correct (Community Club issues, Central Fuel Storage).
6. We have found several deficiencies in projects after project completion and some were identified before completion (Central Fuel Storage, Waste Water Treatment Plant) but overall the projects have been successful.

Comments: Army Other

7. The recent projects we had Corps of Engineer support have been reasonable costs (digitization of drawings and cost est.).
8. Excellent help in supporting requests for our latest project. There has been a improvement in responding to needs identified during construction.
9. Good job of updating status of projects. Could do better in informing us on issues, modifications and changes during construction.
17. Friendly support, but too much time is needed to complete actions.
18. Good project management support. Prompt replies to issues and problems.
21. Process is too slow to respond to our requirements. Process for using existing A/E contract not in place.
24. There have been several deficiencies found after project turn over.
25. Projects have been completed on time or ahead of schedule.
26. Punch list items that are not season dependent should be corrected before turnover.
27. Have been doing post construction warranty inspections, and have provided support on warranty issues that we have had problems with.
28. Several problems with maintaining facilities.

Overall Satisfaction: Plus/Minus

MCAR program very good interagency communications. UMCAR program needs to improve on project coordination for overall better project results.

Project Management: Plus/Minus

1. One individual has provided attentive, highly responsive service. A real pro!
2. As always, the Corps is expensive, so we welcome ideas for getting things done less expensively.
3. JOC services have some attractive aspects, although we already have installation JOC providers.

Cost: Minus
Personnel: Plus

The COE should take a closer look at the customer service they provide to the Army Reserves, we should get quality service with the amount of funds the reserves spend at COE Districts. We should also have more competition on cost of services.

Cost: Minus
Responsiveness: Minus

It is difficult to reach individuals at the COE to answer questions, a lot of voice mails left with NO RETURN CALLS! Not always sure who to call and who is assigned to handle our projects.

Communications: Minus

This District provides good service in the areas of real property and construction management support. Specific recommendations for areas of improvement include:

The District Resident Engineer needs to:

1. Prepare DD Form 1354's accurately and in a timely manner. The majority of documents prepared had to be rejected for errors or omitted data.
2. Turn over as-built drawings in a timely manner to the Real Estate Office. Several have yet to be admitted.

Comments: Army Other

3. Should not turn over keys to new construction to the end user without complying with the facility inventory requirement of AR 405-45 and Base Reg 210-8. Keys have been turned over to the user without proper accountability and before the construction project has been completed.4. Coordinate with the Real Estate Office on each new construction project to ascertain proper and correct facility number assignments, and units of measure (IAW AR 415-28).

District Real Estate:

1. Should maintain better records of historical documents (i.e., original land tract acquisitions between 1917 and 1948; leases and easements executed between the late 1930's and up to the late 1970's).
2. Needs to have better control of their filing system. Whenever someone is unable to locate any given file, they call and request copies of data they should have handy.
3. Communication between District RE and RE is excellent.

While the District provides acceptable support in the areas of real property and construction management (via the Resident Office), support in the area of engineering services continues to be less than adequate.

Four years ago, out of concern over deficiencies in the support being provided, we requested FORSCOM to allow another District to become the provider for engineering support services. Ultimately, after discussions between our base, FORSCOM and this District, it was agreed to allow the other District to provide support for BRAC, while retaining other engineering support at this District, on a probationary basis.

While this District made initial improvements, such as providing a dedicated program manager, holding quarterly "partnership" meetings, etc., such improvements have not had a lasting effect. Establishing a single point of contact seems to have significantly improved the support provided by the engineering office, but there still appears to be coordination difficulties between various offices, such as legal and contracting. Notices to proceed are still too often not provided for months, despite the fact that much of the legwork, i.e., scoping projects and negotiating with the A/E is done by us.

We were guaranteed a four week turnaround on task order award. In four years that has not happened with any degree of consistency, despite an increase in processing fees. Temporary improvements do occur when we elevate late task orders to a high enough level, but such improvements consistently fail to last, once the crisis passes.

We, in efforts to respond to today's competitive environment, have been actively marketing services to other activities, particularly Rocs. Successfully providing such services demands flexibility and responsiveness. We are actively pursuing other means of providing engineering support to facilitate this endeavor. With CA around the corner, we can no longer afford to wait until lasting process improvements are made by this District.

<i>Documentation:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Minus</i>
<i>Project Close-out:</i>	<i>Minus</i>
<i>Real Estate:</i>	<i>Plus/Minus</i>

The personal efforts of three individuals reflect very favorably on the COE and this District. The effort recently completed on the Condition Survey of Level I and II Maintenance Facilities was also well above as the leadership and management provided by one individual proved extremely effective. The strengths and efforts of these individuals has been highly successful in improving the bureaucratic structure of the this District.

An additional concern that should be addressed over time is the current cost of doing business with the COE - much too expensive.

<i>Cost:</i>	<i>Minus</i>
<i>Personnel:</i>	<i>Plus</i>

One lingering problem is trying to get non-performing contractors, specifically SBA contractors, remedied.

Comments: Army Other

This is also a problem with COE studies, not this Distict, on time lines, responsiveness and costs. Water infiltration and seismic study results have not been good.

Overall Satisfaction: Minus
Project Management: Minus

Positives:

Construction Office is very responsive. One individual in our EPS - super!

Negatives:

1. SBA/8A contracts - most work out ok, but when they don't, life is miserable. Corps needs to work out a better/quicker way to deal with non-performing SBA contracts.
2. Contract officer visits - once in over two years, I've been here. Why not more?
3. Warranty response is ok, but overall accountability and fixes for big flaws is not there. If we find major problems after completion the only way to fix is to cough up OMA. Corps needs a contingency fund to fix - not dump on installation.

Responsiveness: Plus
Warranty: Minus

The Project Managers for the Military Support Division are great.

Project Management: Plus

One individual is a hard worker and has provided excellent service to meet our personnel needs. The contract we have with a contractor to do photo work has been excellent as well. The contractor has done a great job.

Overall Satisfaction: Plus
Personnel: Plus

One individual has done an excellent job in providing support to the Army BRAC and Marine Corps cultural resource programs.

Personnel: Plus

Keep up the good work!

Overall Satisfaction: Plus

All of the service (level and quality) provided by the USACE staff associated with our base activities has been exceptional, particularly the contribution made by the BCE.

Overall Satisfaction: Plus

We continue to receive excellent support, both from the Real Estate Office and from the on-site reps. All requests for assistance or information are answered promptly. The LRA is on schedule for property conveyance of the excess area, due in no small measure to the efforts of these persons to complete environmental projects in a timely manner.

Interim leasing has allowed us to move forward, gaining tenants for the outer 50% of the buildings in the excess area. It's been a good partnership.

Partnering: Plus
Personnel: Plus
Real Estate: Plus

Comments: Army Other

My main concern involves designs - need to be kept simple and still meet codes - example of our problems - main fuel station constructed in 1993 - continuing problem. The "computer" system is hard to maintain and must be replaced. Designs need to spec reliable commercial systems that can be maintained.

Design: Minus

BRAC environmental and real estate support has been excellent.
One individual was extremely responsive in coordinating DD 1391 documentation for repair of our sewer system.

BRAC: Plus
Personnel: Plus

Our project had 3 or 4 project managers which didn't help the project - some were very good and others so-so.
Information and notification not always done in a timely manner.

Communications: Minus
Staffing: Minus

My only experience with this District was on archeological surveys. Performance was very poor. At one point COE told me they may not be able to continue with my job because of internal disagreements over the work. This after receiving your SOW and us giving you money to do it. This nearly created a crisis with a critical project.
I am now working with you on 2 projects. Just started so no track record yet. The attitude here (which I share at this point) is the Corps is expensive and you lose control of your project but they are convenient. Corps needs to foster more of a customer service mentality. Take a look at how successful contractors/consultants operate to stay in business. I would like to feel more like a valued customer.

Cost: Minus
Overall Satisfaction: Minus
Responsiveness: Minus

The COE gives excellent support to us. All the realty specialists and techs are very professional and are helpful to the Army recruiting efforts. Thank you all for you excellent response to our needs.

Overall Satisfaction: Plus
Real Estate: Plus

Everyone has been very professional in all they do. We are only beginning the job of building our aquatic center but I expect to end up with an excellent facility.

Overall Satisfaction: Plus

The services provided by this District staff, project management team were excellent. I enjoy working with the staff members.

Overall Satisfaction: Plus

I'm pleased. Design-Build is new to many and not a good fit to previous acquisitions/contracting precedent. It appears a worthy process to refine rather than scuttle.
COE is responsive and flexible. One individual is a star! She works the relationships and the rest follow.

Comments: Army Other

Design-Build: Plus
Personnel: Plus

Low score for "Overall Satisfaction" is a result of this District's failure to adequately staff the NAF Program Team. Expertise is one deep, with no ability to sustain program beyond a single individual.

Low score for "financial/accounting" is a result of the USACE's inability to submit requests for reimbursement in accordance with the MOA requirements and for errors in posting payments made for USACE services.

Funds Management: Minus
Staffing: Minus

One individual is extremely customer service oriented with a win/win attitude. It has been a pleasure working with her for the past seven years.

Personnel: Plus

This District is one of the district's under my oversight for MCA, AFH & BCA projects. It is one of the better districts in PM activities. One individual is one of the Corps' better PM's.

Overall Satisfaction: Plus
Personnel: Plus

One individual does an excellent job at providing quality work in a time and customer friendly manner. It is a pleasure to work with her!

Personnel: Plus

Well pleased with services obtained from your District personnel. They do our projects very well. Our design-build projects are proceeding to completion in an efficient and effective manner. This experience has made us more eager to use "design-build" projects provided we can be assured of obtaining personnel of equal quality of the ones working for your district.

Design-Build: Plus
Overall Satisfaction: Plus

This is the first Corps Project Manager that I did not have to beg for information. One individual is doing a fine job.

Communications: Plus
Personnel: Plus

Only involved with single project with this District. Felt that too much time required for numerous meetings and reviews for this relatively small (\$1.9m) project, compared to much larger MILCON projects (\$20-\$30m plus) I've been involved with. Also feel having to work with out-of-state A/E firm on RFP formulation had its disadvantages but may not be able to change this.

Design: Minus
Timeliness: Minus

This District always partners with the Division to present both in positive light. This District has led Corps in execution and teamwork. Your Military PM's are cooperative and keep the Division in the loop.

Comments: Army Other

Overall Satisfaction: Plus

I appreciate the proactive way one individual works in the local community to keep our Army visible. He is very effective in his relations with the leaders of the local DoD components.

Personnel: Plus

Super to work with! Many thanks.

Overall Satisfaction: Plus

My relationship with this District has mainly been with the Director of the Technical Center of Expertise for Preservation of Structures and Buildings. His knowledge of historic structures and his ability to teach the Historic Structures Maintenance and Repair Course are exceptional.

Personnel: Plus

It seems the Corps of Engineers (COE) was unable to meet the requests of our State Programs for information concerning the accounting of S&A charges. State Programs needed a monthly accounting of S&A costs accrued on projects. COE representatives stated it was not within the ability of the COE to provide this information in the format requested by State Programs. Actual S&A costs were not available to the Facility Management Staff (FMO) when programming money for change orders or additional work. Estimated costs were issued and as a result, often incorrect amounts of money were programmed.

A common spreadsheet for project funding accountability must be maintained. This would enable the accounting staff of the FMO and COE to agree on what amounts of money are available and in which accounts they reside. Often the FMO would receive BCD a month after they occurred. As a result the FMO accounting of available funds did not match those of the COE.

As per the JPA between the DMA and COE, copies of payment vouchers, contractors' invoices and progress schedules relating to those payments. These were never received in an acceptable format.

Personnel continuity was not maintained for some of the management positions.

Funds Management: Minus

Staffing: Minus

Think customer service.

Accept fact that DPW is your customer interface.

Understand that your DPW Project Manager speaks for the command and quit "blowing the PM off."

Quit trying to explain away all your failures by making excuses and blaming your customer (DPW). Accept the criticism and fix the problem. The key personnel's evaluation to these survey results.

Maintain continuity on a project. Don't switch personnel so much.

Move quicker to resolve problems that arise in field. Recent (last few years) changes seem to have only slowed the process. Need technical support in field. Need an "on site" project manager.

Drop plans for another level of management. Put instead more emphasis on quality assurance using journey trades people, not inexperienced EITs.

Project Management: Minus

Staffing: Minus

Legal services - one attorney is not a fighter. We need an attorney that is a pit bull, not a pussy cat.

Comments: Army Other

Personnel: Minus

The reason most of the ratings are so middle-of-the-road is my perception that for every good Corps-related "work," there is a corresponding not-so-good thing. In our line of work, one disaster always seems to wipe-out ten successes. You didn't ask about legal support. The gut feeling in this organization is that the Corps' lawyers are not aggressive enough with failing-to-perform contracts. It seems we either never have a strong enough case, or it's easier to roll-over.

Overall Satisfaction: Plus/Minus
Project Management: Minus

We are expected the below items to be improved:

- a. Furnish us all copies of modifications on time.
- b. User's change order request shall go through DPW/PSD.
- c. The process takes too long and needs to be more timely.
- d. Reduce the duration for submittal/design review/approval time.

Timeliness: Minus

This has been a great year working with this district - I think the Engr team worked well together to meet the challenges of this year. The district has been very responsive and has really pulled the load.

Overall Satisfaction: Plus

The JOC process takes too long.

Timely construction has greatly improved in the past 10-12 months, so this rating will increase next year if current performance trends continue.

Timeliness: Plus/Minus

Responded well during the aftermath of the storm.

Did well in meeting our needs with JOC.

We should all be looking to improve communications.

Online project status reports would be a huge improvement.

Upper management is customer oriented!

The district needs to be more responsive to our AE situation.

Overall service is much improved over the previous year.

Communications: Minus
Overall Satisfaction: Plus
Responsiveness: Minus

Two individuals are true professionals. They have provided quality services and quality products. They have nurtured and developed the relationship between the district and customer to form a true partnering relationship. A relationship built on trust and team work.

Partnering: Plus
Personnel: Plus

Customer service is not embraced at all levels. While the leadership is concerned, the lower levels don't always put the customer first. My perception is that often the Corps sides with the contractor as an easy way out. I feel that the government should always be the first priority. Let's do the right thing and get what we are paying for. To remain a viable organization, the Corps just become the organization of choice and not the one we are forced to use.

Comments: Army Other

Overall Satisfaction: Minus

The district is a true work horse. I have had the opportunity to work with many members of the team. The can do attitude, service to soldiers approach the organization takes in every endeavor is truly praiseworthy. What this team has done in the recovery and restoration of Area I from the flood of 1998 is phenomenal and now legendary!!

Overall Satisfaction: Plus

All district projects are extremely expensive. What does P.E. stand for? Paper Engineer!

Cost: Minus

One Q&A for this area is not sufficient to answer warranty issues for PST and construction for ???

Please provide schedules for inspections and testing through DPW.

Warranty: Minus

It is suggested that the all contract documents and contract drawings be delivered to the DPW as soon as possible after contract awarded.

Documentation: Minus

Leadership has always responded to crisis and priority. But 1 to 2 levels below require prodding to perform the art of the possible in a crisis - appears that empowerment is not as developed as it could be.

Flexibility: Minus

The District sponsors a Mobile Training Team to conduct the Security Engineering Design Course. The proponent for this course is the Corps of Engineers in another District. Local District engineers, local Directorate of Public Works engineers and physical security personnel should attend this training. The course covers risk analysis for Force protection requirements for new construction and upgrade of existing facilities.

Design: Minus

#17 - Real estate services. One project is a problem that has been on-going for at least 7 years now. I would like to resolve this issue once and for all, if at all possible. Can the Corps prepare an information paper? Thank you.

Real Estate: Minus

After being a deputy District Engineer for 2 years, I am a tough customer to satisfy. I will continue to use this District for future projects but I will also demand a quality facility, on time, within budget. Low scores are attributable to past construction projects with design deficiencies we are still working.

Overall Satisfaction: Plus/Minus

Excellent construction and major renovation project management support for this base.

Overall Satisfaction: Plus

Comments: Army Other

Comment for #21 - We are very disappointed in the A/E's performance. In their meeting with us, they were argumentative and very self oriented, not team oriented. On our Medical Waste disposal system, we asked them to research, provide a study and recommend alternative systems. Instead they did very little research and just accepted the only system we submitted to them for review and went ahead with the design.

On the design of the Elevator Ventilation project, it was obvious from the start that this A/E did not display thorough knowledge of ventilation systems for elevator rooms. They did not focus on the user concerns and considerations. Every item required a mod to the contract. Original cost of design was 90K, plus another 75K for the mod. (Plus detailed attachment provided.)

Design: Minus

One individual has provided excellent on-site support.

The issue of warranties could use more improvement. Who to call after hours, response time by the contractor responsible for the warranty.

As-built drawings are slow to come back to DPW. Also DPW has requested that as-builts be submitted in electronic versions. Electronic as-builts need to be vector files.

The 1354's are coming in faster.

The district has been responsive in tackling any job asked, big or small, short suspense, and worked to meet our time constraints.

Need to improve returning unobligated funds at year end.

There are occasions when your cost estimates for engineering services are high.

The completion of the FS sewer main and installing the bypass is not progressing well.

Overall Satisfaction: Plus/Minus

Personnel: Plus

Warranty: Minus

The district has been extremely responsive and executed projects in support of us in an exemplary manner. Extremely satisfied with the technical abilities and attitude of the the district environmental team. One individual has been particularly effective.

Environmental: Plus

Overall Satisfaction: Plus

Personnel: Plus

Most of these ratings items apply specifically to the services provided by one individual on environmental projects. Her support is outstanding. Most of our major accomplishments in the environmental area over the last 5 years could not have been done without the high quality of her effort.

Support provided by the archaeological section rates at general level of "3," largely because of difficulty in contacting project managers in that office. They are out of town much of the time. And products are rarely obtained on time from that section. They need more staff!

Environmental: Plus

Personnel: Plus

Staffing: Minus

Biggest issue is with contract support. We seem to have lost that edge!

Significant improvement in working together as a team instead of working toward separate goals!

Partnering: Plus/Minus

Comments: Army Other

In the past fiscal year I have required the services of this district on quite a few occasions. Whether it be consultative services or proposing and completing a complete renovation of my clinic, I have always found the district team to be the most professional, timely, accurate and pleasant group of professionals I have worked with. My hat off to the district, our patients, and staff. Thank them for the excellent work.

Overall Satisfaction: Plus

Actions, including coordination/documentation upon completion of projects, are not smoothly processed. Request consolidation of inspection/OJT for projects prior to completion of a project.

Overall Satisfaction: Minus

Reduce costs by staying current with the latest construction practices and changes in regulatory requirements.
Improve the usefulness and responsiveness of the IDIQ so that it is on par with IDIQ Programs run by CONUS districts.

Cost: Minus
Responsiveness: Minus

My comments consist of what is written below as well as the attached sheets from my Chief of Engineering, Plans & Services who interacts with the district on a daily basis.

As a general statement, the district provides a good total engineer service to the DPW. Like any organization they have their weak points and their strong points. I wish to note this because like anyone else, it is the weak points that people tend to talk the most about. I would like to point out that in my opinion the district is a solid organization with strong leadership, highly trained personnel, and cutting edge technology and methods available to and utilized by their employees. They are responsive, skilled and trusted. As a Director I have no reservations calling on the district or any of its affiliates for assistance or service. I have always been able to depend on this resource and will continue to do so in the future.

My one concern was also mentioned by my EP&S Chief is design liability. As my chief stated, there is a decided shortfall in taking responsibility for design flaws or errors. We have encountered several issues that in my opinion are shortcomings in design. We have also been put in the position of having to resolve these shortfalls after the fact on our own. This essentially amounted to using our own assets to make repairs or changes to the finished products. Technical review responsibility remains with the district on projects, not the DPW. We review all projects to ensure overall functionality and suitability on behalf of our customers. We try very hard to look as close as possible for technical flaws but cannot put in the level of effort required to be thorough due to our level of staffing and other mission requirements.

Again, my intent is not to "hammer" the district but rather point out my concerns. Nothing mentioned is earth shattering and should not be misinterpreted as such. They are a group of highly talented engineers who I would be honored to be able to continue to work with now and in the future.

For the most part, the district delivers a quality product. On the host nation side, the Preliminary Criteria Packages and the Criteria Packages (both paid for by US P&D funds) seem to be a cleaned up version of the sketches/layouts the DPW provides with the project programming documents (Form 22). Many times it doesn't appear that a lot of A-E effort went into the submissions. Not sure the US government is getting its money's worth.

After construction is completed, we have a very difficult time getting the as-built drawings. This pertains predominantly to FIP construction projects. This is a very big problem for us. Suggest the district implement an internal control system that ensures facility as-built drawings are turned over to the DPW within 90 days of project completion.

Comments: Army Other

We have experienced problems with maintainability of buildings and systems designed by the host nation, for which the Corps services as the US government's technical expert and design reviewer. We rely on the Corps to ensure a technically complete project that meets all codes and requirements, and is designed with future maintenance in mind. This has not always been the case. We are currently experiencing problems with our new high-rise that is putting excessive demands on the steam system, resulting in broken pipes and blown gaskets and valves. The designer apparently did not consider the adequacy of the existing utilities system to support the new building. We anticipate similar problems in the future as other buildings are brought on line. Road depressions and settlement of backfill continues to be a problem. YDFAB should be instructed to enforce the DFAA "Civil Engineering Construction Specifications/Standards" under Chapter 9, "Road Construction Works," which specifically states:

a. Para 9.3.3 - Compaction of Subsoil

- (1) Each layer of subsoil fill shall be compacted to a finish thickness of 30 cm.
- (2) The standard degree of compaction shall be 85% or more.

b. Para 9.4.3 - Compaction of Subgrade

- (1) Each layer of subgrade fill shall be compacted to a finish thickness of 20 cm.
- (2) The standard degree of compaction shall be 90% or more.

The above standards are not being enforced or followed, causing bumpy road conditions throughout our facility and other ASG installations.

The district should provide the DPW with a DD Form 1354 (Transfer of Military Real Property) document for all completed construction projects. All other Corps Districts do this. This is necessary to aid the DPW in maintaining an accurate audit trail of real property.

We are currently not involved in the A-E selection process for our projects. We would like to have a stronger voice in which firm(s) works on our projects. We are paying for it, we should have more input to the process.

We do not believe that the district "stands behind" the adequacy of their designs. When problems come to light that question the adequacy of the design, The district often deflects the issue by saying that the DPW had a chance to review the design and did not catch the problem in their design comments; therefore, it's a DPW problem.

The IDIQ contract is not as responsive as it was touted to be.

<i>Design:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Project Close-out:</i>	<i>Minus</i>

Corps provided outstanding service for the transition of the post to the National Guard Bureau. It should be noted that 1995 to present difference of philosophies create difficult situations for those who administer an installation closure and transfer. You should know, the COE representatives have always been neutral and supportive of the National Guard, even when the NGB philosophies differed. I hope the neutrality continues, even with the obvious pressure to do otherwise.

<i>Overall Satisfaction:</i>	<i>Plus</i>
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Work is of very good quality; however tends to be on the expensive side. Environmental work is not anything that is that new or novel anymore. Prices should be coming down, not up, as construction. One individual of Planning Section has been most supportive and attentive of our needs.

<i>Construction Quality:</i>	<i>Plus</i>
<i>Cost:</i>	<i>Minus</i>
<i>Personnel:</i>	<i>Plus</i>

We still have a lag in documentation turnover time for 1354's and have not received any financial completion 1354's in the format we need.

Comments: Army Other

We have received excellent support in answering our questions and getting outgrants processed, and in our privatization projects. Two individuals are great to work with and get us the answers we need.

Personnel: Plus
Project Close-out: Minus

The number rating resulted from responses from my branch chiefs. The 2 rating in cost of products and services is most likely based on perceptions and are part of our culture. As the DPW, I also get complaints from my customers that my costs are higher than they think they should be.

The monthly meeting I have with your PM and all on-site COE personnel is extremely valuable and we are getting great response.

Communications: Plus
Cost: Minus

COE lets contractors run projects. This always creates significant cost overrun and longer execution.

I do not believe you have the expertise to do all of the different types of projects you complete. I will not direct any compliance projects to the COE!!!! I have tried to use this District for 4 years.

Overall Satisfaction: Minus
Project Management: Minus

Things have improved greatly in the 3 years plus that we have been working with the COE. For the most part, things go well. Some of the items that deal with Real Estate sometimes seem to not move fast as they should. The area that really needs improvement is the construction inspection area. There really needs to be better enforcement of plans and specifications in order to ensure that we get a job for our money.

Overall Satisfaction: Plus/Minus
Real Estate: Minus

Need stronger design capacity support (slow to design in FY 99).
Very satisfied with services.

Design: Minus
Overall Satisfaction: Plus

Overall the best District we work with. Understanding that I believe you want to know areas where we feel you might be able to improve? Perhaps streamline disposal action-time to completion.

Project management is your strong suit.

Not all of the areas identified, could I make judgment on.

Overall Satisfaction: Plus
Project Management: Plus
Timeliness: Minus

What you most appreciate - maintaining communications with us, your customer, that we always know status out ??? You provide excellent service and communication. Stay with this and keep the jargon to a minimum.

What we most need to improve - As above, some program managers are excellent at the ???, while some are poor and need to improve. Though I haven't met all the managers yet, one individual's judgment is borne out by those I have met so far.

Comments: Army Other

We rely on the Corps to be the subject matter experts and to provide solid information and interpretation of the technical side of the contractor output and plans. Clear communication of these expert inputs is vital to be able to deal with the regulators and public effectively. Timely communication keeps us on schedule and reduces cost.

Communications: Plus/Minus

What you most appreciate - The primary task is #16 (BRAC) to include #17 & #15. The Real Estate Disposal office has, as always, excelled in areas of participation, innovation, initiative, education, on-site presence and the professional quality of the deliverable products. They are a fully integrated part of the installation closure and transition team.

What we most need to improve - The BRAC effort in future rounds would be strengthened by shifting decision authority away from HQ USACE towards District HQ's. Too much valuable time is lost circulating and re-circulating documents past lawyers coast-to-coast. Once the policy guidance is given, allow those best qualified the people on the ground to implement.

For BRAC actions - this District with their years of experience is the best in the country. A successful closure and transition of this base is dependent upon their continued participation. Special kudos to two individuals for their professionalism, can-do attitude and thorough understanding of the "special" world of BRAC.

BRAC: Plus/Minus
Personnel: Plus

What you most appreciate - like the frequent status report visits. The simplified acquisition program is a big help to our OMAR execution.

Communications: Plus

Very cooperative relationship with us.

Overall Satisfaction: Plus

One individual and his team have been exceedingly responsive and cooperative in all phases of the design and early construction. If the construction management portion of this project goes as well as the design portion, which I have no indication it will not, we will have well received our money's worth. To date, this District, the PM and the supporting team have done an excellent job.

Design: Plus
Overall Satisfaction: Plus
Personnel: Plus

The energy with which this District has attacked a very challenging relocation scenario using all OMA funding has been appreciated. Ultimate construction quality is turning out OK, but every project exceeded cost estimates (even after estimates were raised upwards) and no project was delivered on time. It appears we will make IDC with a very rough landing. But even with that, we could not have gotten half this far without you. Key factor I think is that we misjudged the PR construction market as an engineer team.

Cost: Minus
Overall Satisfaction: Plus/Minus
Timeliness: Minus

Quality of services on contracts should be strongly considered, as well as cost, in using same contractor in future. One individual in environmental engineering has provided excellent support.

Comments: Army Other

Construction Quality: Minus
Environmental: Plus
Personnel: Plus

#7 - Fix this or #10 answer will only be those by law.

Timeliness: Minus

The reserve design team are exceptional people to work with.

Design: Plus

Your team continually provide professional and superior support, services and results.

Overall Satisfaction: Plus

We have had three Military Construction (MCA) projects in the design phase during the last twelve months: two field offices and a laboratory. Two designs are being done "in-house" by Corps of Engineers (COE) Districts and one by Architect & Engineer (A&E) contractor. Managing these projects requires continuous coordination with three COE Districts, Huntsville Engineer Center and HQ USACE. The Command also receives Real Estate assistance in obtaining leases for our Major Procurement Fraud Units.

Real Estate support in obtaining leases has been very good.

The MCA process is very complex and it requires extensive interaction between the COE, installation and the supported MACOM. Please continue to emphasize the necessity of good communications and teamwork.

The Coe "in-house" design effort for the field offices is providing good quality and timely designs that respond to CIDC requirements while staying within the project scope.

Communications: Plus/Minus
Design: Plus
Real Estate: Plus

Treat installations as customers, not annoyances.

Treat installation personnel as peers and take their comments seriously.

Not focused on customer satisfaction.

Communicate; return telephone calls.

Communicate with DPWs on ALL projects on the installation.

Communications/response becomes difficult after project is complete.

Coordination on warranty issues is difficult.

Quality of design/construction is subordinated to Corps interests of timely award and acquisition within budget.

Provide support, do not relegate requirements back to the installation.

Provide authority to shop around for services.

While we paraphrased the comments of our installations to reflect like, or similar, comments, we did not inhibit the comments. In general, the comments reflect a lack of teamwork or a divergence of goals. The comments are equally revealing to us. They highlight a need for us (the MACOMs) to better team in achieving a common goal of ensuring that the installation-District team is operative in providing the facilities needed by the installations.

Communications: Minus
Design: Minus
Partnering: Minus

Comments: Army Other

This command works closely with three Divisions and their districts managing our major construction. Our support has been excellent from these organizations. In addition, we have maintained an outstanding relationship with the Engineering and Support Center, working closed with them in the development of RDT&E facilities for the middle defense community. The service provided by this organization is unsurpassed.

Overall Satisfaction: Plus

We, as a worldwide command, has the opportunity to interface with the Corps as a customer in many districts and divisions around the globe. The service most often used is in the areas of design/construction/project management. In most instances, the services provided are timely and professional.

We do have one MCA project with which the performance has been less than satisfactory. Areas of concern on this project are both with a poor contractor and with a frequent turnover of COE project engineers for the site. I can only hope this is an exception to the norm.

The command's overall assessment of the Corps of Engineers is good.

Overall Satisfaction: Plus
Staffing: Minus

Dissatisfied with project timelines/schedules.

Lack of contract enforcement.

Costs of USACE services.

Impressed with number of attendees at meetings, who are all those people?

Cost: Minus
Timeliness: Minus

Great cooperation and coordination with this District. It is hard for the DCSENGR to swallow the cost of certain items. For contingency operations the cost being paid for District and Division overhead appears to be excessive. We are still being asked to pay for overtime in the Division operations center when we have not asked for it.

Cost: Minus
Overall Satisfaction: Plus

Comments: Army Other

It is evident to the customer that the abilities, and quality of work of this District, COE has diminished over the past several years due to the COE draw down and overseas implementation of the so-called "Five Year Rule". In many instances valuable expertise has been lost unnecessarily at all levels due to this double whammy. The District loss of experienced personnel with unique institutional knowledge and ability to work effectively with various Host Nations is a loss to the customer. In the evaluation above, the overall satisfaction figure of (4) is really stretching it. The COE must come out strongly against the foolishness of the "Five Year Rule" which is disastrous, both to its overseas organizations and to its customers. Very expensive outside contracting is not the answer. The loss of experienced project managers is especially evident with several high-visibility programs such as the Child Development Center Program, where in the course of one construction project several ineffective projects managers may be replaced at the wish of the dissatisfied customer. If the COE cannot adopt a voluntary rotation system (which has been effective in the past) the impact of partial replacement of outgoing experienced employees might be lessened somewhat by a long period internship of 6-10 months. This will not, however, improve the District problem created by the draw down of having too few managers to do the job properly. Although there may be a lot of people from many nations at the District, they may not be the "right" people - nor all really needed. The COE draw down and the "Five Year Rule" seems aimed precisely at the group of people that the District can least afford to lose. My relationship with the District reaches back to 1979 when I was a program manager for the Long-Range Security Program (LRSP) and related follow on programs. My highly successful partnership with a District team of 4-6 motivated, experienced, and knowledgeable individuals lasted eight (and more) years and was the highlight of my career. This is the benchmark with which I measure today's COE efforts.

Project Management: Minus
Staffing: Minus

Suggestions: Technically review projects. Review designs for completeness and compliance with ODCSENGR instructions. Design projects according to BDG and ODCSENGR instructions, or give explanations for non-compliance. Assure that design submittals are complete prior to distribution.

Design: Minus

One individual has done a superb job in handling projects within our community. I/we appreciate the exemplary level of professionalism she dedicates to her projects as well as her timeless attention to detail. I would hope more of your project managers would execute projects in a manner similar to her's.

Personnel: Plus

Some of our projects have been managed in a very professional, timely and efficient manner, namely radon projects and we have been very pleased with the results. However, some other projects have become long, protracted processes that required constant attention from me to keep the project going. Another project's funds got screwed up because the project manager did not monitor and maintain records of all the MIPRs as they were applied to the project. If you are going to charge overhead/operating costs for these projects you MUST manage them and take that burden off of us.

Project Management: Plus/Minus

As a customer I have very high expectations. I have noticed major improvements in communications between District/customers. One weakness may be documentation of funds/expenses and the District's overhead cost.

Communications: Plus

Comments: Army Other

Cost: Minus

Our concern is the lack of on-site engineers to manage construction. Progress has been made so keep this moving. Too many PM changes during the lifetime of the project. Managing as-built and warranty not good. Line Item Reviews and Fact Sheets are very good. A PM forward in our DPW is needed to support the magnitude of dollars under construction. Good Master Planning, CADD & Environmental support.

Overall Satisfaction: Plus/Minus
Staffing: Minus

Comments to questions 3 and 9 are driven by the handling of our projects by the Corps local office - we are kept completely out of the picture even when environmental projects are the subject. Your main office on the contrary, doesn't move a step without keeping us informed, so the evaluation at question 11 refers only to the area office.

Environmental: Minus
Overall Satisfaction: Plus/Minus

The key to excellent customer service is one individual on site as the District's forward deployed PM. She resolves almost all problems and investigates issues even if these projects are managed by other PMs. She has been a key player in my satisfaction with this District.

Personnel: Plus

The evaluation is based on the job performed by on individual on several projects. Two projects have not yet progressed to construction so the construction portion is on only one project. For working with the Corps, I have found that the quality of the project is directly proportional to the quality of the project manager. In the case of the three projects/programs listed above, the quality has been outstanding. NOTE: If this survey had been distributed following our move to another base, the results would have been quite different. In general, I prefer to use the Corps for our project execution. Due to costs, it is only feasible to utilize the Corps for multi-sited programs or projects requiring immediate execution. MATOC is a step in the right direction for Corps involvement but the project must still be of some size, e.g.>\$50k because of the \$4.5k flat fee. A program to execute small projects that we normally take to the DPW would provide a means of quickly accomplishing these projects.

Cost: Plus/Minus
Personnel: Plus

One individual has always provided feedback to all inquiries asked of her. She has a positive attitude and is very knowledgeable in her field. Though I worked with her briefly, I feel she is professional. Looking forward to working with her in the future.

Personnel: Plus

Comments: Army Other

Ratings are based several projects. Project managers and other involved personnel changes too often in general, for the first project. I think had about 3 or 4 fulltime and maybe 1 or 2 part time managers within about 18 months! Not as bad but very similar with the second project. With this turn over it is more than difficult to provide good services, no wonder. Maybe the permanent (I mean for 3 to 4 years) designation of 2 project/contract managers for a certain geographic area (i.e. 2 or 3 BSBs or for a smaller ASG) would provide better work conditions for the District as well as your customers. The District does not have a sufficient number of CORs monitoring the contractor and the construction and the overall performance. Highly recommend to increase number of CORs, otherwise the loss of money due to improper and unprofessional work will continue. For example, the District awarded the second project to a furniture manufacturer. I have never seen in my life a more unprofessional work. In my opinion, this would have required a COR permanently just for this project. In addition, due to the "overloaded" CORs, flow of general project information and the project status is bad and not sufficient.

Staffing: Minus

Architect Contracts - We have had problems with these contracts in that, after an issue emerges during preparation of the specifications, we are informed the data required to complete the specifications was not part of the contract between the AE and Corps. This always, of course, costs us additional money and, of course, the Corps wants more money for their time to correct the error which they made in the first place. AEs appear to rely more on "cut and paste" methodology using old contract drawings than on the site visits which reveal true information. Specifications - Because of the AE contract problems, there are lengthy and costly deliberations on getting proper studies of systems completed. One of our contracts actually went from 35% to 65% to 95% and back to 65% when it was discovered that issues that had surfaced previously were never incorporated into the specifications. During the life of the contract itself we frequently find that the specifications do not deal adequately with the real configuration of the infrastructure. There are far too many deficiencies in specifications that are discovered after the construction is begun.

Comments: Army Other

Contract Management - There has been too much reliance on the contractor to manage the day to day activities which impact on safety and code compliance. The Corps representatives visited the work site infrequently. When an emergency occurs such as unsafe work conditions or improper procedure which resulted in setting off a fire alarm, the Corps representative sometimes was not available for up to 3 days. The contractors appear to have control of specification interpretation as evidenced by the excessive modifications to the contracts. It appears to me that it is easier to ask for more money than to ask the AE to provide the correct action for the contractor to take. When the AEs were questioned, they were allowed to escape further involvement by answering "It is in the specifications". When the absence of the Corps representatives resulted in the facility management staff (there are engineers on the staff and two of them have worked for the Corps) trying to assist the contractor, the Corps representative resents the "interference". This "interference" was necessary because somebody had to respond and we pay the bills for the work and we are the employer of the Corps. Much of the work performed by the contractors is poor quality, as evidenced by HVAC systems that don't work, drywalls sloppily installed, work in process not properly sequenced. In one case years ago, fire doors were installed that would not close properly because huge communications cabinets were next to the site, and the COR knew they would not close but refused to take any action. The doors were also structurally insufficient and many separated from frame and they would not close properly. I recently spent over \$400,000 correcting this problem and when this is brought up as a reason for better service, the example is treated as a big joke. "Yes, we know all about it. Is it time to move on? This is an old issue. We will do better in the future, don't you think?" When I had a problem with the Corps managed Morgue project, there was an unbelievable series of discussions about air exchanges in the morgue. I was told by the chief of mechanical engineering that 9 exchanges brought into the room and 3 out equals 12 exchanges per hour. When this was challenged by the industrial hygienist and me, we were asked to produce our qualifications to question a mechanical engineer. This mentality, which borders on arrogance, is frequently encountered. The contractors defy the Corps on site representative and then the on site representatives do not get the backing to force corrections. Examples are poor workmanship, noncompliance with safety rules, noncompliance with worker registration, noncompliance with US restrictions on smoking and drinking on the work sites, and even worse trashing and creating bacteria containing dust throughout the medical facility. These examples have been seen by most of the higher supervisors in construction and contracting but almost no improvement in supporting the on site representative was noted. Now, within the past 2-3 months a new on site Corps representative has been here. He has made a tremendous difference but he is still trying to resolve issues that were a big problem before he arrived. I still do not see the support of this representative that will, in the long term, correct the systemic problems in the Corps. In fact, the projects in progress are beyond labeling as satisfactory, they need to be closed and future projects properly developed and managed. Finally, the extension of the projects has adversely impacted on the Master Plan. I have been forced to slow down design of future projects because the schedule is busted. I should, right now, have already moved the Family Practice Clinic and Training Center into their new homes. This should have happened last March. I had to defer funding of 1 and 2 floor renovations (by the way, these designs are also defective and I am asked to provide some more money to correct the specifications) until next fiscal year. With luck, I will get the 2nd floor project on the street as SAF. Our entire construction program is based on the Master Plan for which we paid a lot of money.

Financial Management - The switch to your new accounting system combined with incorrect interpretation of funding of S&A caused problems. Yet, I still do not receive timely information about where the money went and for what purpose. I am expected to blindly pay whatever is requested without regard to satisfying my auditors. I do get detailed request for construction funding but there is no visible program for getting money back to me before year-end if I can use it for other purposes. I have received reconciliations that show prior year funds are returned. Unfortunately, I can't lay first claim to money that used to be mine if it is prior year funds. I am one of the biggest user of the Corps and can't seem to ever get line item reviews that truly reflect where my money is.

Strengths - Your two biggest strengths are in Job Order Contracting and Consultation services. The JOC guys (two of them) do everything right. In fact I have been tempted to give them an award for contracts of the year. Getting what we pay for is that much of a pleasant surprise!

Comments: Army Other

Exactly the opposite of what I described above. Consultations for stress analysis from the Corps also saved me a lot of money on the Family Practice Clinic and another Clinic, so a favorable prompt and efficient consultation. The final point I want to make is how I feel my observations are valid. I have been the Chief of Hospital Support (for a Medical Center) for the DEH. I was the Chief of DEH Utilities and I was the Deputy Director of Engineering and Housing. I have been involved with hospital engineering for over 20 years. I know why our systems must function in the prescribed way, not just how they perform. It is not enough to just know how to design a system; one must also know what effect is desired on the patient environment. This fine distinction between engineering design and hospital function is often overlooked by the Corps. It is the application of technology to achieve the proper patient environment that keeps my staff busy and justifies the degree of attention I and my staff give to almost every aspect of our facility. I provide this assessment for one purpose. The system and its approaches need changing. Some of the Corps employees are really trying to do a good job. They need better support. Take these contractors to court for poor performance if they refuse to do the job right; at least find a mechanism that keeps them in line. The last time I brought up issues, the innocent on-site representatives were brought to task and had to write extensive documents to show they had done their job. The problems addressed are really up and down the whole process. Impacted by the legal, construction and contracting divisions which, clearly apparent to outsiders, do not seem to get along.

<i>Construction Quality:</i>	<i>Minus</i>
<i>Design:</i>	<i>Minus</i>
<i>Funds Management:</i>	<i>Minus</i>
<i>Project Management:</i>	<i>Plus/Minus</i>

Have no problem with the technical support provided. The responsiveness of support is an issue. DPWs have virtually no funds to design ahead. Funding now comes in short spurts with little time between receipt and expiration of funds. A greater sense of urgency is needed.

<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Timeliness:</i>	<i>Minus</i>

Contracting needs to get out of the Stone Age. PMs don't add quality to the process, especially for cost. Documents sent to customers to review with little or no review by PM. We PAY for that service, yet we must do the detailed review. Poor cost accounting. Contractors are providing mediocre products. Contractors are not held accountable for bad products. We have to push the District to pursue. We are told government is wrong then we pay for modification and pay District's increased fee!

<i>Funds Management:</i>	<i>Minus</i>
<i>Project Management:</i>	<i>Minus</i>

Comments: Army Other

The Corps District seems to be missing the point of how base operations and base engineering interact, and therefore, the projects the Corps works are taken out of context from their base function. Most projects are handled as if intellectual exercises without real world deadlines and consequences. I believe this attitude of unreality is created at middle or perhaps even upper management levels, where the culture of bureaucratic achievement fosters a "hands off" policy in the areas of true problem solving and technical expertise in engineering. At the installation, we must fix facilities before they fail, possibly causing injury or at least hardship to the users of our installations. The only people we see even year-to-year are PMs or Residents. It appears that the resident offices are working without the full support and backup of the District. If the Corps wants to fully service installation DPWs, and I truly me if, then the whole organization should take some training in installation management so the individuals making up the staff are better acquainted with how a DPW is forced to operate. We are trying to coordinate several different Corps divisions/branches just to track projects or contracts. We have to rely on the project management information supplied and the probability of mistakes in the information is so high we cannot give it out to customers. The project status reports to users have not been taken seriously by management. In fact, management is so removed from installation customers that we users look for almost any other means to accomplish engineering projects unless forced to use the Corps by HQ directive, or special circumstances. With the advent of new contracting possibilities offered by the RCOs, engineering review is already jeopardized as customers realize they can do the work without DPW involvement. If the Corps District is to have future relevance in the base operations arena, top management must place more emphasis on the way they can fulfill needs at the DPW. The RCO is currently trying harder to be the contract provider of choice.

Overall Satisfaction: Minus

District support would appear to be in a reactive mode as they ramp-up for the increasing workload here . District position on the Supplemental Funds for one project was much more proactive. This proactive management approach needs to be more widespread in this District. ODCSENGR perception is one of delays (6 months average) for District managed projects/designs.

Overall Satisfaction: Minus
Timeliness: Minus

My comments and related perceptions of the Corps are based primarily upon interaction with one individual. He is a dedicated and intelligent member of our joint team. My perceptions could easily be altered by the presence of someone less capable, hence this survey and my responses is rather transitory in nature.

Personnel: Plus

USACE civil service project engineers and project managers in the field do good work. Sometimes in their haste to schedule pre-construction meetings, pre-final and final construction inspections, they forget and schedule them for Thursdays. This is understandable because most of the players involved are civilians, government and contractors. The problem is that most customers especially in tactical units, experience significant pain in participating on Thursdays. Otherwise, USACE is a responsive, customer-oriented organization.

Overall Satisfaction: Plus

Unnecessary delays on most projects. Monthly meetings are a waste of time. District personnel cannot answer questions. Same issues each month with no resolution. District project data sheets are not realistic and not up-to-date. District does not provide value for services received.

Overall Satisfaction: Minus
Timeliness: Minus

Comments: Army Other

Overall I am very pleased with the support that I get from the Corps. All of the people that I work with act like professionals and know their job. Keep up the good work.

Overall Satisfaction: Plus

Need more up to date fact sheets. More communication needed between RE and ASG DPW. Fix hiring lag problems to keep offices staffed (TDY of other individuals is not a fix).

Communications: Minus
Staffing: Minus

Many of the Project Managers are not concerned with lost design costs. Several projects this year (FY99) have had \$300,000-\$400,000 redesign costs. These costs are a direct result of PMs not reading DD1391s.

Cost: Minus
Project Management: Minus

Too many of the Project Managers that I deal with did not understand what their job is or the responsibilities associated with their position. The PMs do not read the 1391s completely therefore the design don't match the approval and the PM states they were only doing what their customer wants. It is their responsibility to inform/remind the customer of the approved/authorized project scope. Stop copying old 1391s. If you are being paid for the service then you are expected to provide the service otherwise lower your cost since your only doing 33% of the work. If we are to be working as a team, why do District personnel look for ways to embarrass their customers in meetings with the local representative and others?

Project Management: Minus

There is no spirit, enthusiasm, or sense of urgency displayed by the district employee. The customer is normally the person initiating the call requesting follow-up information, actions seem to linger, and processes are complicated. In my case it is simple, I give you a 1391 and money, I expect you to charge forward, orchestrate the necessary meetings, establish timelines, stay within cost and 1391 authorities, and get the project done. It is not happening. Be an advocate for the project or task - I don't see the "can do" attitude. When the customer is the hang up, I don't see the District pestering the customer and his command for resolution, rather the action just sits until for some reason some external force accidentally prods the process.

Overall Satisfaction: Minus
Project Management: Minus

Organization lacks good communication between divisions.

Communications: Minus

Our co-located Program Manager has been very responsive in addressing issues we have raised about our projects. The local Project Engineer has such a workload that I don't think he can be truly effective in his duties. Our JOC team at the Area Office has been very cooperative and helpful.

Overall Satisfaction: Plus/Minus

Comments: Army Other

A LOT of frustration with District projects. Don't see the results of project management. Takes too long to get a response back from the user/customer on questions/concerns. A good amount of help from Area Office on new work/projects. Willing to take on additional year end projects for us. Tactical Commanders seem frustrated with construction "slip" dates. We advertise the BOD date, but we still wind up trying to explain why projects do not finish on time.

Project Management: Minus
Timeliness: Minus

Contract inspection is weak. Surveys have not been inspected at all. Construction inspection unsatisfactory. We have only one District person here, which is overloaded with projects. Design often poor. We have to spend too much time in commenting on the designs.

Design: Minus
Staffing: Minus

The Corps of Engineers should have more PMs at our community due to the large number of projects in progress. We must be assured that our comments of Project PWS are included so that we get what we as for. This has not been done in several cases. SOFA agreement has changed and local federal, state, county and city authorities are involved. This procedure must be discussed and policy guidance should be submitted to all parties involved.

Staffing: Minus

Effort should be made to realign the inspection fees - 8% is expensive. Actual inspection cost should be in the range of 4% to 6%. When the S&A is high, the customer will look for alternate means of accomplishment. We need better control of indirect contracting procedures. Present system is too long.

Cost: Minus
Timeliness: Minus

Have dealt with some very vexing problems over the past 6 months - contractor bankruptcy, force protection issues, lack of funding. Through all these issues, the Corps of Engineers has demonstrated consistent support to the customer and provided a high quality product.

Overall Satisfaction: Plus

For the prices charged, expect you to keep your slots in our area filled! It is good to see them slowly being filled. Only rarely do we see the Resident Engineer; probably because of understaffing - being stretched too thin, etc. Your co-located project manager is a big asset in serving as a single point of contact for resolution of District issues/problems.

Personnel: Plus
Staffing: Minus

Two issues really affect us, both of which are already being addressed by the local district.

Overall Satisfaction: Plus

The provision of information to us has tremendously improved. I would like to name the individuals of your organization who do an outstanding effort on this. Thanks for the good work.

Communications: Plus
Overall Satisfaction: Plus
Personnel: Plus

Comments: Army Other

Some of your project managers could spend more time getting familiar with their projects. Also when you use the local representative you need to stay on top of these projects. The local representative can be very slow if left alone.

Project Management: Minus

As discussed during our recent meeting, I am generally disappointed with the level of support and quality services we get from the Corps. I am confident that now that you know what the concerns are, that things will improve. Great work being done by three individuals.

Overall Satisfaction: Minus
Personnel: Plus

Gas Station: Contract problems, made scheduling promises that could not be kept, Great construction & supervision; Transformer Upgrade: Very slow contracting; Sewers: Contract ok, Engineer reviews not detailed, required ASG to provide Engineering Analysis, using Bauamt = two sets of admin costs with no apparent extra benefit; Sewer: unable to mod contract in timely fashion, not enough field supervision.

Overall Satisfaction: Plus/Minus
Project Management: Plus/Minus

Would like to get copies of the invoices (forms) after they are signed. Current Project Engineer and Project Management support is outstanding.

Funds Management: Minus
Project Management: Plus

District provided great project management during the project phase.

Project Management: Plus

Information flow has significantly improved since one individual arrived. PMs at District HQ cannot ever provide us enough project updates. Is the Corps ready to accept DPW "little projects" in the event of our displeasure with our supporting RCO offices?

Communications: Plus
Overall Satisfaction: Minus

The Corps has difficulties working through our local representative. The local representative is a recognized challenge for all of us. Issues to improve: Receipt of As-Built drawings and Control of quantity increases. Improvements in getting barracks design completed and construction started are a must. High visibility and critical need for these projects are constant briefing points within the command. We have vastly improved communications between the DPW and the Corps with the assignment of a program manager on site.

Overall Satisfaction: Plus/Minus

Since Nov 96, several District studies have indicated the need to have an Area Engineer dedicated to the District's biggest customer. We see no direct link between the amount of Corps fees we pay and the very low level staffing we see on our projects. Misperception that HQ is the only customer. LIRs consistently display a lack of ownership of our projects. No ACO authority today nor for most of the past year. We are a big supporter for JOC, TMC and Privatization.

Overall Satisfaction: Minus

Comments: Army Other

Staffing: Minus

There is a general perception in the DPW that the Corps is not user friendly.

Overall Satisfaction: Minus

The District is improving.

Overall Satisfaction: Plus

We have received excellent support from two individuals in the project documentation area. I am very much a Corps supporter because of the overall service we have received. The LIRs are a great way to look at and review projects, but I feel that the Corps should know more about our on-going projects than us. We rely on the Corps to tell us about problems, not us telling the Corps.

Overall Satisfaction: Plus
Personnel: Plus

This District has the potential to provide "true" cradle to grave support and services. It often appears the programming group ceases all involvement once a project is turned over to design. The same happens from design to construction. A 'project team' concept may work in that each project could have an integrated team of programmers, designers, project managers and construction reps.

Project Management: Minus

Too much time is used for legal review and contracting actions. One format seems to work but the next time it does not (lawyer "A" likes but "B" not) even on simple delivery orders and change orders. Project Managers must "add value" to the projects (use, design, satisfaction) not just serve the Corps-of-Engineers machinery by shuffling paper. Many do a great job and earn every bit of LCPM fees! Lack of visitor parking at the HQ building is a problem.

Project Management: Plus/Minus
Timeliness: Minus

Learn what DPW's lives are really like. Be really customer friendly/responsive as if we could choose someone else.

Overall Satisfaction: Minus

Most appreciate and want to continue or strengthen:

1. Continue this survey; however, recommend that it should be semi-annual vs annual.
2. Keep up the good work via TERC.

Most need to improve:

1. Knowing who your customer is.
2. Respect for the customer, i.e., military or civilian.
3. Interaction with customers in a professional manner.
4. Communication at the commander and senior staff level.
5. Cost of services.
6. Eliminate surprises during official briefings, (both internal and external); provide pre-briefs to the installation commander and senior staff.
7. Establishment of coordinated and realistic suspense dates.
8. Take responsibility for actions/tasks that your district has failed to do.
9. Timely information and/or feedback to appropriate staff/action officers (you can't do this without accomplishing item #1 first).

Comments: Army Other

10. Billing information, i.e., data and timelines.

<i>Cost:</i>	<i>Minus</i>
<i>Funds Management:</i>	<i>Minus</i>
<i>Timeliness:</i>	<i>Minus</i>

Comments: AF Air Combat Command

Worked on 3 items with this District.

1. Implementation of IDIQ delivery orders. Overall satisfaction rating 3. Processing of delivery orders seems lengthy. Usually takes 4 weeks.
2. Design assistance with Fire Protection Systems. Overall satisfaction 1. We had to repeatedly call to find out status and get commitment to design once the MIPR was in place. Calls and email were not returned. Deadlines were not met which jeopardized using funds by contracting deadlines.
3. Gas Piping Survey. Overall satisfaction 5. Prompt, professional and timely.

Project Management: Plus/Minus

1. COE worked directly with ACC in changing course on Dorm (left base out) - changed mind about AE design for dorm at last minute
2. (see #1)
3. (see #1) + worked with VE on own - no one from COE assigned to assist
4. (see #1) Had to accept less than desired finishes in order to reduce cost (dryvit)
5. COE reluctant to establish milestones up front
6. Good people to work with but dorm costs based on SF costs were higher than industry standard. If cost were going to exceed PA, we should have raised the flag up-front before committing \$200,000 in design funds
7. Asking for \$200,000 to redesign appears excessive
8. Works well with designing options
9. (see #5) (see #1)
10. Yes, if we must have an agent, this District is our choice. We prefer doing it ourselves. Do not expect O&M work
11. Project is not as far along as we could be if we would have managed it directly (dorm)
18. (see #1) (see #3) (see #6)
22. (see #1) (see #3) (see #6)
24. Hard to accept lack of enforcement with bonding company - on the Fire Training Area (difficult project to work through USAF changes)
25. (see #24)
26. (see #26)
28. Most projects done well

Design: Minus
Overall Satisfaction: Plus/Minus

The design services and construction awards through completion do not appear to be satisfactory at this time.

Overall Satisfaction: Minus

I have not been in the MILCON Program long enough to fully grasp all that has been done in the last year. There may be some discrepancies in my responses to Section 2. The one item I would like to see cleared up/changed or whatever is the warranty issue. For some reason the Base has been responsible for ensuring warrantees are completed. I would like to see the COE handle this.

Warranty: Minus

- #20 - Funds Management and Cost Accounting - needs drastic improvement.
- #22 - Engineering Design Quality - resolve arch/structural coordination.

Comments: AF Air Combat Command

I appreciate all that this District does to support me in the planning/design/construction of MILCON here. Your "key" people are tops and just never fail me. I sense that this District works together as a team - PM, Engineering, Contracting - to provide a good product on time. We need to improve on project close-out and funds management. Thanks again for your wonderful support.

<i>Design:</i>	<i>Minus</i>
<i>Funds Management:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Personnel:</i>	<i>Plus</i>

The program here exceeds our cost growth, construction targets and the award schedules.

<i>Cost:</i>	<i>Minus</i>
<i>Timeliness:</i>	<i>Minus</i>

I appreciate all the support you Real Estate personnel give this installation. You're the best!

<i>Real Estate:</i>	<i>Plus</i>
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COE provides great service to the base.
Need to ensure all maintenance concerns are addressed.
Roofs/HVAC systems placed in facilities in the early 1990s are failing - why?
Warranty/latent defect support has been slow. Waste Water Treatment Plant.
Turnover of as-built drawings is a continual problem.

<i>Design:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Project Close-out:</i>	<i>Minus</i>
<i>Warranty:</i>	<i>Minus</i>

Service has been great out of our local office.
The evacuation pump, Dental Clinic, delay has hurt our credibility and is receiving negative attention from the general.
We hope to continue the outstanding support of our O&M program including the smaller contracts.

<i>Overall Satisfaction:</i>	<i>Plus/Minus</i>
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Apparent communication difficulties between District and field.
Construction status reporting mechanism needs to be fixed.

<i>Communications:</i>	<i>Minus</i>
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Attention to detail on designs.
Accountability for design and construction errors.
Better communication between District office and Resident Field engineers.
Be more proactive to customer concerns.
Better negotiations with customer's funds for MOD's, changes and time allowed.
Constructability reviews by another District?
Complete and usable facilities on time and within budget.

<i>Cost:</i>	<i>Minus</i>
<i>Design:</i>	<i>Minus</i>
<i>Timeliness:</i>	<i>Minus</i>

Comments: AF Air Combat Command

Outstanding job with construction of new logistics administration facility. Thanks for outstanding support by two individuals.

Overall Satisfaction: Plus
Personnel: Plus

Special thanks for excellent performance by two individuals. These two guys are great to work with!

Personnel: Plus

I am currently working my first project with this District, the Fitness Center. Design has gone fine. However, a PM in my office seems to have a lot of problems in the construction of his projects. I hope this is resolved prior to award of the Fitness Center. Two other individuals have been excellent PM/TM to work with.

Design: Plus
Personnel: Plus/Minus
Project Management: Minus

This District continues to provide us with good products and services. One of the biggest challenges is in maintaining continuity on the PM and TM staffs despite recent and future program instabilities. Many of the other rating factors are directly related to good information transfers.

Communications: Plus/Minus
Overall Satisfaction: Plus
Staffing: Minus

We consider the COE construction management team as an extension of our Civil Engineer Group and do not find the need for the traditional surveillance role performed by some bases. The team works the problems and keeps us advised of appropriate issues. We anticipate the possibility of a future ramp up of real estate requirements due to privatization initiatives. Thanks to the COE team for a job well done.

Overall Satisfaction: Plus

Project execution and close-out requires more attention!

Project Management: Minus

We have a good working relationship with the program manager and on-site project managers. I would like to see more attention and results to improve construction completion timeliness (problems persisted with control tower accepted last year seven months late). Current concern is with the Sqd Ops Facility.

Overall Satisfaction: Plus
Timeliness: Minus

Excellent support!

Overall Satisfaction: Plus

I have appreciated the tenacity with which one individual has worked for our Housing Community Plan. He has ensured all parties are on the same "sheet of music." This project has continued with limited hiccups and is a good reflection of his hard work.

Comments: AF Air Combat Command

Overall Satisfaction: Plus
Personnel: Plus

Recently completed \$3.5 million Project. Two years ago Corps promised BOD on 30 Jun 1999. Got BOD on 15 Jun 1999. Great work!! Best of five COE Districts I have worked with. Please leave Resident Engineer on base. Close proximity is good for response and quality.

Overall Satisfaction: Plus

Very satisfied with support!

Overall Satisfaction: Plus

Must pay close attention to design in total quality in project and ensure (through coordination with user and BCE) that project award produces complete project. Quality aesthetics and complete landscaping critical to first class project we all can be proud of. Proactive QAE actions on grounds maintenance contract is sometimes lacking - must frequently oversee QA to ensure base standards are met.

Design: Minus

This District gives great support to our Military Construction Program, from overall MILCON Program Management to Resource Management to technical support by the many district TMs who support our projects. Thanks!
And I can't forget to say thanks to the many wonderful folks in Contracting Division at the district who do an exceptional job of getting our projects awarded for construction!

Overall Satisfaction: Plus

The district has evolved into a true partner. The migration to customer service has been rewarding.

Overall Satisfaction: Plus

What you most appreciate - availability.
What we most need to improve - close out actions at facility - landscaping outside open shelter (weeds).

Project Close-out: Minus

What you most appreciate - your best characteristic is your willingness to work with us - I greatly appreciate your openness and positive attitude.
What we most need to improve - I know you're operating a "business," but I think we need more people assigned to our base, particularly with the new set of environmental projects.

Overall Satisfaction: Plus
Staffing: Minus

What you most appreciate - partnering meetings and improved dialogue.
What we most need to improve - understandable project schedules from COE which can be utilized to brief and/or provide info to installation (military) leadership.

Communications: Plus/Minus

Comments: AF Air Combat Command

What you most appreciate - help with construction warranty follow-up; strong effort to provide timely project updates and information; persistent effort to gain customer feedback and improve partnership; strong commitment to process improvement and response to customer concerns; and good, well-qualified people.

What we most need to improve - improve project scheduling - show milestones and predict dates; and more project managers. The PM is working very hard, but appears overloaded. No discernible help from middle management; i.e., PM's supervisor.

The COE is doing well for us, and continues to provide a viable method for getting work accomplished. One impression I have is that you're struggling between trying to run more like a business (charging for services, levying S&A charges to cover expense, etc.), yet your bureaucratic approach often frustrates this effort. This is not just COE - I think many government functions are experiencing the same thing. Overall, this District has done well for us. Kudos to your four individuals. All have done much work to enhance our partnership and improve construction project management and project execution for us. There are some very nice new facilities here because of the effort of the ACOE!

Overall Satisfaction: Plus

What you most appreciate - above grades based on level of satisfaction. This is how other Districts set up their sheets. If graded as explained above, everything would be a "5."

What we most need to improve - The PM is doing a great job here but needs help. He's overloaded with projects. Consider adding a PM.

Overall Satisfaction: Plus
Staffing: Minus

Project management team and contracting officers are the best of all the COE districts I've worked with especially relative to customer service and they make things happen (active -vs- passive).

Overall Satisfaction: Plus

What you most appreciate - One individual has provided Environmental Engineering service which will help us perform our mission in the next 1/2 century. UST work, PCB transformer ??? work, drinking water work and fuel work has been or is being accomplished due to his efforts. I feel like he is simply part of the base team (not a separate federal agency/dept.). We need more professionals like him who constantly seeks to meet the customer's needs.

What we most need to improve - We need to continue to meet the working level at the District to best utilize your professionals. Management visits twice a year need to continue. We need all costs identified as early as possible in order to request funds from MAJCOM HQs. Private sector can easily kick-out cost proposals - ACOE must come up to speed in this area. Eliminate standard fees. Go to direct billing.

Our Environmental Flight has excellent working relationships with our regulators. ACOE team members need to discuss project issues with our team members prior to going to our regulators. Promote this individual to GS-13 to better reflect his responsibilities and contributions. Also, provide appropriate staff for him.

Communications: Plus/Minus
Personnel: Plus

One individual has a great positive attitude and strives to get the job done right the first time. He keeps me informed.

Personnel: Plus

COE has done an outstanding job for us. The project manager contributed to the outstanding job.

Comments: AF Air Combat Command

Overall Satisfaction: Plus
Personnel: Plus

Have been impressed with the new job order (IDIQ) contracts for quick response.

Overall Satisfaction: Plus

One individual does an excellent job and is great to work with.

Personnel: Plus

Keep up the high level of professionalism and quality customer support.

Overall Satisfaction: Plus

In general, we are satisfied with the quality of service provided by the Corps. We have worked together to gain control over cost growth on ACC projects, but we still remain concerned with the lack of a dependable and accurate accounting system for projects under construction. My staff relies on the Resident and District offices for information on status of obligations, and we receive responsive service in this area. What is lacking, however, is a centrally managed database available to us to monitor the use of MAJCOM MILCON funds. I understand several systems are under development to provide this service, and urge they be completed and fielded as soon as possible.

We have also made great improvement in financial closeout of MILCON projects. As you know, timely financial closeout of projects serves many purposes: return of unobligated balances for redistribution to other projects, limiting of further cost and schedule growth, and a lessening of all our workloads by completing all actions required on project. Even though we've made great progress, there is still room for improvement and my staff will continue to work actively with your Districts in this area.

One area of project management which we still lack positive control is construction schedule duration and growth. We've set a goal of 365 days for construction projects under \$5M, and 540 days for projects over \$5M; I solicit your comment on these goals. Additionally, many MAJCOM MILCON projects are well beyond the original contract duration, and we continue to work with your field agencies to complete them. My staff is actively analyzing the conditions which put these projects behind schedule and will address specific concerns with the appropriate District.

Construction Completion: Minus
Funds Management: Minus
Overall Satisfaction: Plus

Comments: AF Air Mobility Command

Considerable improvement noted during the past year with maintaining performance schedules and in timeliness of responding to base requests. Continue to work on obtaining better housekeeping of contractor's construction sites. Continue the improvement seen during the past year in getting base design review comments incorporated in designs.

Project Management: Plus

We'll be contacting you re: PM Forward concept. We have concerns about that program and its function.

PM Forward: Minus

Recent increased emphasis on work site screening, cleanliness and construction expectations have been right on target!

Overall Satisfaction: Plus

The quality level of provided services has improved dramatically from what it was a few years ago when we became an AMC Base. The focus provided by the District commander and staff has made a big difference.

Overall Satisfaction: Plus

Unfortunately we've had only a few projects we used you for the past few years. Those you worked were done very well. Your PM and your Resident both did great. We miss having this Resident with us but are happy with his move up. Hopefully more work will come. Our relationship with this District is among the very best we have with 6 Districts and 3 NAVFAC Divisions.

Overall Satisfaction: Plus

Personnel: Plus

Comments: AF Materiel Command

Outstanding job during design and construction of facility. Only major problem occurred when on-site mgt. left just prior to commissioning and turnover. This caused several problems with getting commissioning completed satisfactorily.

Overall Satisfaction: Plus
Staffing: Minus

Our missions and facilities are highly complex and technical. Open communication between engineers, architects, construction managers and project managers is a necessary ingredient to successful projects.
When there are technical substitutions or alternates, Corps personnel must obtain Air Force concurrence.

Communications: Minus

I sure would like to get a final CWE report for the warehouse project that includes the final purchase order info. Can that happen, please?
Otherwise, I was happy with the execution of that project.

Funds Management: Minus
Overall Satisfaction: Plus

We are getting very concerned about the way the design process is going. In the last couple months we have put bad designs (Dinning Hall/Fire Dept/Rapcon) out for contracting with the mindset we will finish design/construction by addendums and change order.
Also very disappointed that COE efforts early on to change the quality of dining hall design either didn't happen or were ineffective. The project to correct HVC problems in our simulator is another disappointment. When the requirement for this emergency project came up and we explored all options for getting this work done on time with contracts we were satisfied. The said they could do it all and we decided to stop pursuing other AF and COE options. Now as we finally get to the point of construction we are told the contractor we wanted is no longer available due to too much work. Where was this information before we decided on method of execution?

Design: Minus
Project Management: Minus

Our only complaint with this District management of two MILCON projects at this base during this review period is too much turnover in Project Managers.

Staffing: Minus

The District office has been very responsive to my needs. They are able to under bid and out perform our CE support contractors. Two individuals have done a superior job. I am kept informed on cost and project progress on a daily basis. My success has prompted other members of my group to use the Corps for their new projects and repairs. This looks like a growth area. Keep up the great work.

Overall Satisfaction: Plus

Item 13: Still waiting final cost estimates for cost validation projects done in April.
Item 21: We won't push VE studies on DB projects anymore.
Overall: Am happy with this District's overall performance, especially with three individuals. They have bent over backwards to make some crucial things happen in this past year.

Funds Management: Minus

Comments: AF Materiel Command

Personnel: Plus

Timely receipt of as-builts has been a long standing problem. Advanced Laser Research Facility is well behind schedule. On the other hand, you have been responsive to our demolition requirements and the following have been great!

- One individual has provided excellent communication.
- Your task order contract has provided excellent execution flexibility.
- Your appraiser has provided outstanding service.

Overall Satisfaction: Plus/Minus
Personnel: Plus
Project Close-out: Minus
Timeliness: Minus

Still taking too long to complete projects and turn over facilities to the user. I believe we'll see significant improvement in this area as we change our contracting strategy from the traditional design, bid, build to best value's. Overall, very satisfied with this District. Moving the Resident/Area Office onto our base was a huge success.

Overall Satisfaction: Plus
Timeliness: Minus

Project management continues to perform a superb job for us. The Resident Construction Office performs well. They quickly respond to our requests with accurate information. We have established an excellent working relationship. The Resident Office is a tremendous asset to us.

Overall Satisfaction: Plus
Project Management: Plus

Contracting efforts have been slow.

Timeliness: Minus

Funds management was not always as good as it could be. Failure to keep us informed about expiring end of year funds resulted in us not being able to find other uses at the late date. Otherwise the district provided good to excellent services.

Funds Management: Minus
Overall Satisfaction: Plus

Another good year - COE construction/design agent for Dorm should be a good test program for new process. We need to continue working on timely construction, however, two-part issue with the length of project being the first that needs to be worked - I still believe we are giving contractors too much time to complete jobs. Secondly we need to press contractors to finish on time.

Overall Satisfaction: Plus
Timeliness: Minus

Comments: AF Materiel Command

We are receiving very poor design work from A&E's and the design review is not catching the design errors. I feel that the District Office is getting a lot of money from engineering and design fees (especially for our design/build projects), design review fees and for S&A fees and the field office is doing 95% of the work. I have been told for S&A fee at 5.5% of construction cost - 53% goes to the District and 47% goes to field offices. We had 50% and 100% design reviews with a contractor that we already knew we were having problems with and the project manager did not show up for the review. The AFB program manager did show up.

Cost:	Minus
Design:	Minus
Project Management:	Minus

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- #1 - Past performance is based upon design only. A-Es have been good at trying to nail-down our requirements - they've contacted the base a number of times to get clarifications.
 - #2 - Please consider the use of the 8(a) program at this base. The area here does not have a large 8(a) contractor base to choose from. This is extremely important.
 - #3 - Continue the monthly updates.
 - #5 - Improve timeliness of actions.
 - #6 - Designs have been high quality. Need improvement in construction end-product in maintainability.
 - #7 - Sharpen pencil on design fees. Take a look at the SIOH.
 - #9 - COE has done a good job in this area.
 - #16 - Typically these projects need to be executed in a timely manner to support the mission.
 - #18 - Correlates to the "seeks our requirements" item. Feels COE has done a good job.
 - #20 - AMPRS report useful. Appropriate reports have been provided during the monthly briefings. We feel comfortable as to knowing where the funds and that they are being appropriately spent. Monthly reporting is appropriate. Find out why HQ AFMC is not funding the requests in a timely fashion - what else do we need to provide to MAJCOM to hurry the action.
 - #21 - Numerous amendments (8 significant amendments during advertising). At award - Marcel plans to sit with BCE to chat about lessons learned - hopefully will identify the goods'n'bad in a timely fashion. Good work on CAD/PAD and War Readiness get a 4 for performance - another area has a 3 for performance. A-Es qualified. A-Es are responsive. A-Es are more expensive than the ones the BCE uses but that they do a better job. A-Es do a very thorough design.
 - #22 - Base Standard specifications - sent to District - and also arch compatibility standards. We're seeing that some of the information is not totally translated from the Base documents to the project documents. Section 01000 (Gen Requirements). 02114? (asbestos spec). (Keying requirements.) (Fire alarm and reporting system.) (Aluminum windows.) (HVAC controls.) Ensure these are incorporated in the designs. Overall design quality has been pretty good. COE needs to better know the ETLs and the AFIs - BCE will try to get these defined in the RAMPS. Design ground snow load value has been used in the designs - but the bollards, PIVs, etc., are still red and not the dakota brown as required in the Base Facilities standard.
 - #24 - Not enough personnel to adequately perform construction management. COE is responsive to the quality needs. COE to light fire under the CQC and improve the program. Do better at following -through on issues that BCE sends to the construction office - room for improvement - look at discussing these issues at the monthly meetings.
 - #25 - Change orders are the significant reason for the problems. Some of the mods have an age of better than 1-2 years. Part of the problem is HQ AFMC getting the funding requests funded. Do better at getting funds requested in a timely fashion. Monthly updating would be good for the future - continue with the monthly briefing. Generate a funds request sent and funds received "E" mail report to HQ AFMC on a monthly basis. We're at the mercy of the contractor - contractor is not staffing the jobs adequately. The COE is aware but not necessarily getting the issue turned around. COE is sending out letters to the contractors when the projects get about 5% behind.

Comments: AF Materiel Command

#26 - 1354s have to be itemized for the Real Estate Organization - but this is not complete. Get with Real Estate to ensure proper itemization. Significant problems with as-builts (timing - takes too long for the District to get the as-builts to the BCE. On O&M manuals and training - COE is doing a good job. Pre-mature turnovers have been a problem. COE provide a letter at turnover that discusses the various BOD dates and the various warranty periods - this needs to be very clear. COE contract BCE and coordinate and receive concurrence on an upcoming BOD date.
#27 - These issues seem to get lost in the mix. BCE needs to address these a number of times with COE before the COE will take adequate action. Discuss these issues at the monthly meetings.

#28 - Industrial Waste Treatment Facility - Customer is not happy. Range Dorm - Customer is happy. Industrial Waste Collection System - Customer is not happy with the alarms going-off due to the clean water getting into the interstitial space. Need additional Customer involvement in the process. COE to work with the Base Facility Manager for the specific project (the individual receiving maintenance responsibility of the facility).

#29 - Base Facilities Standard needs to be reviewed and updated. The IDS requirements are a good example - new requirements have been just received. COE needs to be up-to-speed on ETLs, latest AF criteria, and the Base Facilities Standards - these need to be used together. BCE Shop personnel have not had adequate time to review plans. COE to work with the Base Facility Manager for the specific project (the individual receiving maintenance responsibility of the facility).

#30 - Not done in the past but there may be future work in this arena.

What you most appreciate - I think the project management staff in our Resident Office are very component and professional. I think they do a very good job. The District Staff has done a very good job with the RFPs I have been involved with.

What we most need to improve: Time to accomplish contract modifications. Timely execution of change orders - high modification age - follow through with change orders. Implementation of peculiar Base requirements. HQ AFMC has adopted policies that the BCE and COE don't agree with. Need help from COE to change policies: prefer more IFBs instead of RFPs; pricing schedule to show design line items; request topo/site surveys as part of RFP package; Soil Bearing pressure for RFPs should be 3,000 psf (150 kN/M2) for estimating purposes; eliminate statement in the pricing schedule that states that contractor's bid may not be accepted if over the CCL. The biggest problem I have with Corps problems is lack of documentation for CE after the projects are complete. We really need electronic files and record drawings for projects.

<i>Design:</i>	<i>Plus/Minus</i>
<i>Project Close-out:</i>	<i>Minus</i>
<i>Staffing:</i>	<i>Minus</i>
<i>Timeliness:</i>	<i>Minus</i>

The support provided to us through our open-ended IDIQs have been superior. Special recognition is given to the contractor. Their quality of construction and professional interface with our engineering managers is superior.

Attention should be paid to cost accounting and reporting. Many here would like monthly cost accounting documents to be sent to base accounting department.

Kudos to one individual. True leader in customer care. Many thanks for your dedicated support.

<i>Funds Management:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>

This District recently supported a tasking from this command at two bases with short suspense and tight budget. Kudos.

<i>Overall Satisfaction:</i>	<i>Plus</i>
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Comments: AF Materiel Command

Another fast year! The COE continues to excel correcting/improving process problems. This past year we saw several personnel changes, which contributed to several lower scores. Continuity is key to our challenging projects. We appreciate the added project management authorization as (1) PM is insufficient to carry the work load and consistently deliver excellence. Areas of improvement: 1. Better coordination/communication between the District and Area Office. At times appears to be a barrier. 2. Same level of project management provided to all COE managed projects uniformly. AMC-IV gets great support, smaller projects don't get the same level of attention/oversight. 3. Still having difficulty with project closure; as-builts and DD 1354 documentation and closing the books. 4. Warranty process recently improved - jury still out. 5. Change order - timely processing or lack of, affects costs and schedule. Overall high marks, however, always room for improvement. Great MILCON conf!

Communications: Minus
Overall Satisfaction: Plus
Personnel: Minus
Project Close-out: Minus

The evaluation above was rated upon the COE district doing fuel system designs. This District has a superior team established to provide first rate engineering services. Our absolute requirements to maintain our relationship with the COE is maintaining the existing fuels cadre here.

Overall Satisfaction: Plus

We're pleased with this District's cost estimating team. Generally, our working relationships with our district program managers and resident engineers are very good. They tend to be responsive and proactive to our needs and requests. However, their support team and management are often anchors. We wanted to hire a claims consultant to prepare our case against our contractor who did not perform and promises to take the government to court after the project is done. USACE has been slow to respond/react to initiatives HQ AFMC has brought forward. We still encounter resistance to change from some districts with respect to using design-build acquisition. Seems like Districts work independently. Overall, we're satisfied with the COE's service.

Flexibility: Minus
Overall Satisfaction: Plus
Responsiveness: Plus

Comments: AF Other

Since the last survey, we continue to have problems in getting punch list items completed, and it has become necessary to employ a separate contractor to complete contract work and additional work items.

In addition, a third project that is in post 9-month completion status is also having problems getting the contractor to respond to punch list and post completion deficiencies.

Construction Completion: Minus
Warranty: Minus

Since the last survey, we continue to have problems in getting punch list items completed, and it has become necessary to employ a separate contractor to complete contract work and additional work items.

In addition, a third project that is in post 9-month completion status is also having problems getting the contractor to respond to punch list and post completion deficiencies.

Construction Completion: Minus
Warranty: Minus

One individual did a great job of managing our projects. He was quick to respond and resolve the problems. He is currently managing the design of our new \$20M Lodging facility and so far everything is going real smooth. He cares about his job and it shows.

Personnel: Plus
Project Management: Plus

This District services are very good, but need to work on timeliness and meeting deadlines - bureaucracy is slow.

Area/Resident engineers are improving construction support, but service can still be improved, especially in the mech/elec inspection areas.

Overall I'm satisfied with level of effort and quality of work - would be nice if it could be even cheaper and faster (ideal world).

Cost: Minus
Overall Satisfaction: Plus
Timeliness: Minus

Excellent support, very satisfied.

Overall Satisfaction: Plus

Everything here is much improved. Communications and customer satisfaction at all time high. I certainly appreciate all the effort that went into improving the way we collectively provide excellent facilities for (to) our customers.

Overall Satisfaction: Plus

Support from District offices: excellent to outstanding.

Support from Area offices: marginal to satisfactory.

Support for Field Rep: excellent to outstanding.

Overall Satisfaction: Plus/Minus

Area and Resident Offices need to improve communications with District prior to making final decisions on issues during construction.

Comments: AF Other

Communications: Minus

Your local construction project manager is overseeing over \$35 million in MILCON yet is not authorized a cell phone. This has caused delays in working hot issues and sometimes resulted in problems escalating. Cell phones for this type of manager are an absolute must in today's environment which increases their effectiveness/efficiency significantly.

Communications: Minus

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1. Suggest separate surveys for design and construction performance (comment made 3 years running).
 2. Our experience has been that when the project engineer is TDY or on leave, no progress is made on modifications, RFPs, or RFIs until that person returns (reference section 1, #2, #5 and #6). This has cost us a great deal of money.
 3. In general, administrative paperwork is much too bureaucratic and takes too much time to process (comment made 3 years running). Has cost us time and money in delays.
 4. We feel most individuals within the Corps who manage our projects, day-to-day, work hard for us and do the best job they can. However, there are processes and procedures within the Corps that encumber their efforts and have a negative impact on customer service (reference section 2, #20 and #25).

Project Management: Plus/Minus
Staffing: Minus

One week turnaround is unrealistic with mail service and fax - suggest 30 days.

Flexibility: Minus

Put this form into electronic version and email out.
We appreciated one individual and contracting work to award the Dining Hall Project in 4th quarter 98.
Also appreciate two others and team work on the 99 Dorm. Good job!

Overall Satisfaction: Plus

I've rated COE contract oversights low because of comparisons I make with other contract oversight agencies. By far I experience more delays with those contracts managed by COE, to include EOD facilities, TLF construction, 2 dorm renovation projects.
I have a very good working relationship with local COE leadership and also with area office and District who do work the issues for me and keep wing leadership informed.

Partnering: Plus
Timeliness: Minus

Good project management is essential to us. As a project management branch within a Facilities Division, we are uniquely qualified to identify good project management which is the direct result of a good Project Manager. The PM on our project was one individual who is by far one of the most helpful and responsive PMs we have worked with; we've worked with dozens and we recognize him as one of the best; we look forward to working with him again.
Any district's reputation is based upon the contribution and hard work of its individual employees. With his contributions, this District should enjoy a fine reputation. Customer responsiveness is our business and we recognize it in this individual.

Personnel: Plus
Project Management: Plus

Comments: AF Other

Need proper lead time for final inspection coord. Facility needs to be ready for final EOD - facility was not ready.

Project Management: Minus

We have just completed a relocation into the another facility (the District COE is located in this building). At no time in 1998 did the COE provide any project support during the design/construction phase of this project.

Overall Satisfaction: Minus

HQ Real Estate related response.

I have combined the responses of the folks operating our leased housing program as well as the HQ survival training leases/permits, etc. On the whole, we have very few actions with this District, but those we have, especially for survival training, are extremely important and generally difficult to negotiate for environmental reasons.

Our employee who handles most of these actions indicates the service and response time have improved in recent months.

Overall Satisfaction: Plus
Real Estate: Plus

The flow of information and updates has greatly improved over the past several months. This "sharing of knowledge" has greatly enhanced my program planning and overall management of my facilities. Thanks to everyone for a great effort in what can often times be a thankless job. I appreciate all of you!

Communications: Plus
Overall Satisfaction: Plus

Provides Timely Services: A-E design contracts took too long to award. Execution of construction contract modifications also took too long to finalize.
Project Documentation: 1391's for Collective Protection Projects (CPS) were too brief and lacked details.

Documentation: Minus
Timeliness: Minus

Project management needs to be more customer oriented and responsive to AF concerns, even in the case where the district is tasked as the Construction Agent. There was no clear support by the Design Technical Branch to resolve Resident Engineer's (RO) field problems, and a hesitancy for Program and Project Management to get involved, because of the working arrangements stated in the Project Management Plan PMP and MOA between the Design Agent and the district. As a result, the AF was caught in the middle of the bureaucracy concerning who is responsible for project execution and consequently construction execution suffered because of poor project management, irresponsiveness/slow resolution of concerns, lack of/unprofessional engineering services, and overall unsatisfactory project management services. However with the district/division's recent management decision to support the RO's construction efforts in spite of the PMP and MOA, there has been a marked improvement in the district's effort to get the TLF project completed. The RO should be commended for their proactive approach trying to resolve design deficiencies from the start of construction, in their dealings with the DA, A-E and AF Service Agency. PMP has been very effective in the past two months trying to expedite needed funds to preclude work stoppages and to complete the project. With regard to construction turnover, the power plant project is an example of slow, ineffective efforts of turnover to the AF.

Project Close-out: Minus

Comments: AF Other

Project Management: Plus/Minus

Provide unique forms for tracking and documenting RFIs, proposals, submittals, etc.
Communication between COE District and COE Local needs to be improved.
The number of costly design errors caused by COE need to be substantially reduced.

Communications: Minus
Design: Minus

Dental Clinic Replacement - Good job. I particularly thought that having the A-E come out 2-3 times and prepare inspection reports was very valuable. I hope you use this service again. Kudos to the PM on site.

Overall Satisfaction: Plus

In the last several months the performance of the District was not satisfactory at all. There were too many design busts or a lack of information between District, A/E and contractor - as far as I can judge it.
Everybody is working on it so I hope the construction will turn out fine finally. That does mean that I like to work with the Corps but right now it is a little weird.

Design: Minus
Overall Satisfaction: Minus

Have always enjoyed working with the District folks and the Resident Office. Always respond promptly to questions and concerns.

Overall Satisfaction: Plus

Have had a good working relationship with two individuals on our AFB projects. Looking forward to working with a third individual.

Personnel: Plus

Looking for support (design & construction) from the Corps to help augment in-house capabilities. For O&M projects, looking for construction IDIQ support or preferably small design-build IDIQ support.
Very happy with MILCON construction management and the quality of service received.

Overall Satisfaction: Plus

Experienced a great professional working relationship with this District in their support of our housing community plans.

Overall Satisfaction: Plus

This District has a new and refreshing attitude with regard to the desire to please the customer. This attitude is strong, is a "can do" one with value added. I think the partnering sessions with this District are a plus as well. Getting to know the Corps in a relaxed setting is a must. Thanks for your efforts.

Overall Satisfaction: Plus

Comments: AF Other

Overall we find the COE faces constraints and challenges similar to other large organizations. We feel more focus is needed on cost reduction and project documentation. Furthermore, we ask that design quality for an arctic environment be closely monitored. We do feel however, that COE staff are committed to providing a quality service and we look forward to continuing our partnership to overcome obstacles mentioned above and build top-notch facilities.

Cost: Minus
Design: Minus
Documentation: Minus
Partnering: Plus

Concerns: Corps wants to get into managing our O&M Projects. These are often small projects, not well-adapted to the Corps structure. I still have not seen anything to convince me it is a good deal for the Air Force.

On construction, concerns about the time to negotiate change orders and get contractors working on the modifications. Also, need more help for Resident Officers on inspections (pre-finals and finals). The QA section at District used to help develop lengthy punch lists by going over projects in detail. I don't see that service any more and we end up doing this work.

Project designs have normally been timely and execution has been very good. Attempts to get all our input is excellent.

Design: Plus
Timeliness: Minus

The management of both military construction projects has been great.

The design of the dorm was very difficult and complex, and as a result some of the details that should have been in the design were inadequate or missing. The results of this are the number of changes, work-arounds, and modifications. With all of the design changes as well as the user changes for this project, the COE has responded quickly and thoroughly. The COE needs to continue to be cognizant of keeping us in the loop on everything that is going on. One individual is a great asset and improvement to have on the team.

The COE has managed the CRU superbly and minimized the effects of any issues that have arisen.

The coordination study at the power plant was a large problem that arose quickly needing an even quicker solution. Because of the fast track of the project, the planning and preparation from all players was less than stellar, but thanks to your team, the execution of the data collection and site visits were extremely successful.

The PM is a great manager and is highly respected throughout the players in all of the projects here. The only concern would be the amount of work on her plate and making sure the smaller projects and concerns are kept track of as well as the larger ones.

I am impressed and appreciative of all the work, support, and management that the COE has provided to us. Thank you.

Design: Minus
Personnel: Plus
Project Management: Plus

In the past year, our working relationship with the Project Management Division of this District has developed into an excellent commitment to partnership. Projects have been delivered on scheduled timelines; our customer's functional requirements have been incorporated with a high degree of satisfaction; communication is constant, open and always on a professional level. With the introduction of the design-build process, mixed with the charrette process, all team members have remained open to new ideas, constantly moving toward greater efficiency in the overall process. Cost estimates have improved to within a reasonable percentage of the overall competitive range of bids.

Comments: AF Other

Within every great relationship, there is always room for improvement and ours is no different. The following are some suggestions:

A. Engineering Design Quality was rated as average based on number of comments generated on the 95% design submittals. This could be because the design-build/charrette process does not use a 65% design review. Two suggestions may be:

1. An in-house review of the 95% submittal to eliminate any glaring mistakes and to lessen the amount of comments. Of course, this will add time to the process timeline.
2. Increase the visibility of the 100% back check to give a greater assurance that the comments have been incorporated.

B. Construction Quality was rated as average based on construction quality problems experienced on the Fire Training Facility. In this situation, closer inspections and tighter coordination of operational problems would have made this project a success.

C. Construction Turnover was rated as average based on problems in the notification for testing requirements for the projects. Timely notification for system testing along with coordinated test procedures have been a failure; this should be improved. The number of punch list items being generated at the pre-final are too numerous. To avoid this situation, the District should ensure that the project, in fact is ready for pre-final inspection. In addition, the delivery of as-built drawings in a timely manner has been an age old problem.

<i>Construction Quality:</i>	<i>Plus/Minus</i>
<i>Design-Build:</i>	<i>Plus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Partnering:</i>	<i>Plus</i>
<i>Project Close-out:</i>	<i>Minus</i>

Unfortunately this survey must be returned in 3 hours so we have no time to properly identify our concerns via this survey. Request a meeting between us and district to discuss these comments at length.

<i>Communications:</i>	<i>Minus</i>
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Quality of site adapt designs as well as other service projects must meet the installation requirements. One facility was not site-adapted well to consider how their appearance would look in context to the rest of the Air Base.

Still need to bring design costs & timeliness to tighter control. Site adapts should cost less, especially for dormitories.

Commanders require flexible management products to better assess progress on design and construction issues. I would like to see a Web-accessible product that summarizes status and provides user parameters to sort, filter, etc., the data fields. This needs to be an on-line product.

<i>Design:</i>	<i>Minus</i>
<i>Project Management:</i>	<i>Minus</i>

The CE archaeological team has done an excellent job at responding to our needs on short notice. Could not ask for better work. They need more staff. Occasionally both archaeologists are gone at the same time. COE needs better cost accounting with monthly status reports. Could even use just a standardized form filling in name of project, work done, hours used and funds expended.

<i>Funds Management:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Staffing:</i>	<i>Minus</i>

To improve quality of engineering design product, change deliverables from one (1) to three (3) (i.e., 30%, 60% & 90% submittals).

Comments: AF Other

Design: Minus

#6 - Delivers Quality Products and Services - We can improve on "smart" designs (i.e., we tend to take what we're given/status quo). Good value for \$\$.

#10 - Future Choice - Although I'm never opposed to competition.

Good value for the money. The district staff have been responsive and understand issues/customer needs. Good for you.

Design: Plus/Minus
Overall Satisfaction: Plus

Keep up the good work.

Overall Satisfaction: Plus

District office on base is convenient. Personnel are friendly, cordial, and always quick to respond to our questions/concerns. Jury is still out on IDIQ contract. Flexibility and variety of services are a tremendous asset for us to have available.

How about a demolition IDIQ contract?

Per item 7 - SIOH adds cost to projects and has to be weighted for each individual project as to potential benefit added.

Cost: Minus
Overall Satisfaction: Plus/Minus

Overall I am very satisfied with the level of service from the COE.

Great response and action resolving our fuel spill on the C-141 hydrant project.

Good communication flow at our monthly LIR.

Provided valuable assistance when taxiway failed by testing pavement and supplying recommendations.

Allowed us to be a part of selection process for new Resident Engineer.

I am always concerned with staff size and continuity. One individual is doing a fantastic job with the people he has. However, we have had numerous changes in inspectors that has resulted in inconsistencies in inspections. Particularly the New Family Housing project. We are now on our fourth inspector trying to final the project out.

Extremely effective use of partnering to expedite TLF & Family Housing projects.

Overall Satisfaction: Plus
Partnering: Plus
Staffing: Minus

Funds reports have not been provided in the past in a timely manner.

Funds Management: Minus

We still need emphasis on reducing size of specs, either provided by the COE or A-E. Specs for asbestos removal in physical fitness center was overkill for the insignificant amount of asbestos in the facility. Caused considerable concern among potential bidders and subs.

This survey received two days prior to due date.

Design: Minus

Comments: AF Other

The A/E contracts that I have been involved in have worked very well. The A/E's used have performed very well. When using though in-house design members many comments made on drawing reviews were not incorporated. In-house design needs to take into account the customers' needs. We at the bases know our standards and they need to be used even if they go against the COE standards.

Design: Plus/Minus

Project surveys by your A&Es need to be more thorough, especially when existing facilities are involved. Architectural and Engineering designs also need to ensure they provide a complete and usable facility that meets the customer's needs. The A&Es have fairly consistently failed to make a good site inspection, like looking above ceilings for instance, to determine what obstacles may lie there. Another area that we have had problems with on Corps projects is air conditioning. This should receive high attention from your reviewing engineers. Your local area engineers and inspectors are doing a yeoman's job and we are sure that if they could, they would echo our concerns.

Design: Minus

Project management support continues to be excellent.
Funds management has improved substantially.

Funds Management: Minus
Project Management: Plus

Allow base to evaluate performance of A/E designer.
Follow-up on all Air Force review comments to ensure a complete and thorough project design.

Design: Minus

My project managers are on top of what is happening on their projects. However, it is difficult to manage when your support backup does not do their part. Designs are awarded with comment problems not corrected and no reasons why. This leads to construction managers problems, delays and costly mod functions which in the end delays completion of the project. Our users blame us (HQ and Base engineers) if they do not receive a quality product when promised.

Design: Minus

What you most appreciate - communication and coordination with the design team by keeping us informed on appropriate items, concerns and issues. Maintaining design schedule and meeting schedule goals. Flexible in providing customer design services. Meeting the customer's needs and requirements.

What we most need to improve - timely cost estimate verification/approval. Having the District more involved in construction projects where you are the Design Agent but not the Construction Agent.

We are very pleased with one individual's efforts on our projects. He is very effective at managing our designs and addressing our concerns.

Cost: Minus
Design: Plus
Personnel: Plus

What you most appreciate - we appreciate the superb support we have gotten from one individual. He knows our program and provided very personalized services. We feel there has been good arch, civil, structural and electrical tech support but there is a perceived need for comm/data/info systems engineer.

Comments: AF Other

What we most need to improve - cost estimates is certainly an area to work on. Many estimates run at established PA until the very end or after bid opening.

We appreciate your openness to suggestions to try to improve processes (on-boards, RFP vs low bid, etc.).

Medical MILCON is very much a team effort - roles change as project moves through process but this District has always listened well and communicated well.

Communications: Plus
Cost: Minus
Personnel: Plus

Great construction management team. They are an outstanding group of people who work efficiently, always willing to go the extra mile to help and solve problems. Makes the users happy and satisfied by delivering quality products. Thanks COE for your outstanding support. Keep up the good work.

Overall Satisfaction: Plus

Overall pretty good. Bureaucracy of COE very thick. Things take too long to get done. Costs are extravagant.

Cost: Minus
Overall Satisfaction: Plus
Timeliness: Minus

The only contract work that I have personally had done through the Corps was a project to have five archaeological sites on base nominated to the National Register of Historic Places. Finished product that was provided to Air Force did not meet required criteria set forth by National Register for applications being submitted. Air Force is currently working on package to make it submittable. My survey responses on previous pages all pertain to that one project.

Overall Satisfaction: Minus

The Processing Facility project here has been complete for some time - the only support provided by your personnel in the past year has been to answer an occasional question and final resolution of a couple of warranty issues. They have done an outstanding job, but I don't feel this survey is applicable.

Overall Satisfaction: Plus

Lack of coordination between Resident Office and Design Office.

Lack of design project management.

Minimal in-house design capabilities.

Inadequate updates to CE project managers for both design and construction.

Inconsistency in COE project management staffing.

Lack of ownership/urgency in managing projects.

COE has different Design-Build philosophy than the Air Force.

Lack of cost management during design process.

Specific comments:

#2 - COE representative is not available for questions or comments. Floats between three bases.

#6 - Construction projects are always followed up with additional contracts due to oversight in the design phase. Example: Sewer Work.

#7 - Same as Item 6.

#9 - Provides update to Command on a weekly basis but seldom offers the same services to the project manager.

Comments: AF Other

#10 - I believe that the AF could support the design and construction of its projects to deliver a higher quality product in a cost-effective manner.

#25 - Sewer Work - Contract remains open due to Change Orders. COE needs to install a discharge pipe. It was discussed to use a pick-board and safety harness. This option was rejected and COE agreed to wait for the tank to be drained. This has been complicated by another contract in the area and the tank could not be drained. I suggested they go with the pick-board option but met with some resistance. CE is the holdup on this contract. COE is talking to Command and leaving the AF project manager out of the loop.

Design: Minus
Overall Satisfaction: Minus
Staffing: Minus

HQ MAJCOM is highly impressed with the enthusiasm and expert support from one individual as a project manager. He is the most conscientious project manager that we work with.

Personnel: Plus

Costs have escalated for simple environment "dig and haul" type projects. Bring back Yank-A-Tank type contract.

Cost: Minus

The AF continues to receive outstanding support from this District's Geotechnical Section. Specifically, the support provided by the team has proven invaluable in the execution of our mission. The relationship between the AFCEE and this District is in its sixth year and there has been no instance of support which could be considered anything but timely, thorough and technically correct.

Overall Satisfaction: Plus

We have limited interface with the Corps of Engineers. This region serves on a multi-service committee along with another district. The committee has a legacy funded contract that the Corps provided Contracting Officer services for. The survey was rated based on that experience.

We continue to receive strong design and contracting support from the districts ensuring execution of our program in the year of appropriation. In FY 98, we awarded 100% of our MILCON program including five projects that were inserted by the Congress during the budget process. One project deserves extra mention. Due to a Presidential line item veto, design of the Facility was delayed until late March 1998. Strong management by the District delivered the total design and awarded the construction contract on 24 September 1998. Hats off to the district team! This kind of team effort makes both of our organizations look good! We expect an equally successful execution year in FY 99 as our team steps up to the challenge to design and award an additional 11 congressionally inserted projects.

Comments: AF Other

Last year I mentioned my concern with another District and their work at two bases. I appreciate the intensive care your people have put into both of these programs and the cooperation our partnering efforts produced. These improvements did not go unnoticed. You delivered key fire training facilities at both bases on schedule despite a number of program-driven changes. Unfortunately, on other projects, construction quality and timely completion continue to trouble us. Poor contractor performance was the problem in each case, and bonding companies have had to finish the jobs. We need to work hard to ensure that weak performance is spotted before it's too late. We're encouraged by the recent trends away from the sealed low-bid process and the movement toward negotiated procurement where past performance is a major factor for award. Our customers are the losers and the engineer team - both of us - gets the black eye. I strongly believe that qualified contractors and assertive construction managers and stringent quality control are a must on our project sites.

<i>Construction Quality:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Partnering:</i>	<i>Plus</i>
<i>Timeliness:</i>	<i>Minus</i>

Question 5 - A major Air Force Civil engineering goal is for all projects to be Ready to Advertise by Sept of the prior fiscal year and all projects awarded by Sep of that fiscal year. None of our FY 99 projects were ready to advertise by Sep 98. Performance improved with the FY 00 projects, but FY 01 projects will need close monitoring to sustain this improvement. Similarly, not all projects were awarded by Sept of that fiscal year. Combined these resulted in our rating of 2.

Question 7 - FY 99 design costs were high, 11% of PA, vs. 8 - 10%. These costs decreased in the last several months, but we will continue to watch this closely. Additionally, construction cost growth is slightly high at &5 vs. 5%. While neither of these metrics are excessively high, the individual projects range greatly. Design costs vary from 4% to 26% and construction cost growth ranges from 2% to 11.5%. Because of these slightly higher costs and wide variation, our rating is a 3.

Question 14 - A delivery order to prepare cultural resource sites for nomination to the National Register were completed by the Corps and submitted for approval. The documents were returned for insufficiency. Corps did not correct omissions/errors.

Question 15 - For two years in a row, Corps returned unexpended environmental restoration money too late in the FY for the AF to obligate. After the first incident, AF requested Corps to do the books earlier. Following the second incident, AF switched to more responsive service agent. Questions 21/22 - The quality of design, particularly by A-E firms, has not been as high as we would like. Project cost estimates are often over the programmed amount, averaging 102%, requiring adjustments to the design even before the project is awarded. Additionally, numerous modifications have resulted in a slight high cost growth. If the quality of the designs improved both adjustments and costly modifications could be prevented. These combined reasons resulted in a 2 and a 3 rating respectively.

Question 25 - The completion of construction projects is unacceptable. We have not completed a single project this year on time and only one within 30 days of the contract completion date. This is an area which is going to require a great deal of effort jointly to solve. Thus, our rating of 1.

<i>Construction Completion:</i>	<i>Minus</i>
<i>Cost:</i>	<i>Minus</i>
<i>Design:</i>	<i>Minus</i>
<i>Funds Management:</i>	<i>Minus</i>
<i>Timeliness:</i>	<i>Minus</i>

Criteria Development (Water Design) - 1.

Unified Design Guidance (Waste water) - 3.

We passed out the survey to the few in the office with the most experience with the Corps.

Ratings were full spectrum ranging from 1s to 5s. The following are the comments we received:

Comments: AF Other

A total lack of tri-service cooperation in the development of new water system design guidance resulting in Army only guidance (although the Air Force is mentioned). The Air Force and Navy were forced to develop joint guidance without the Army.

The Corps chose to correct the design deficiency in the hospital water system with unproven technology over the objections from both the Major Air Command and Air Force Civil Engineer Support Agency.

Although the COE was in the process of converting to EIs, they tried to join our joint service effort. They were partially successful. We took Army/Air Force design books (TM 5-814-1,2,3) and went to commercial/industrial references and augmented them with MIL-HDBK 1005/16. The COE had already replaced Vol 1&2 with EI 11C201, but they did join us and adopt our MIL HDBK to replace TM5-814-3. So the new primary waste water design guidance is tri-service and adopts commercial standard.

The support provided by USACE/HTRWCX has been outstanding and very timely. They have been partners in the continued development of the Remedial Action Cost Engineering and Requirements (RACER) System.

The support provided by one individual in the heating and fuels area has been superb. The team at the District who developed the AF standard design for Type III Hydrant Fueling systems did an outstanding job. This team has also performed outstandingly in designing fuel system projects for the Air Force. Hats off to the team.

Partnering: Plus/Minus
Personnel: Plus

The Medical Facilities Office has been responsive and worked very well with the AF to shorten design schedules and improve the A/E selection process. One of our greatest concerns has been with the recent variances between the COE cost estimates and the A/E's on our AF MILCON projects. These disparities have caused tremendous impacts to the overall execution of our program. We realize this problem area is being addressed and are looking forward to a timely resolution. Areas we see that the COE should concentrate on to improve the overall design package are: (1) Ensure adequate soils investigations are accomplished; (2) Ensure comprehensive field investigations are completed by A/E's for alteration projects; (3) Ensure adequate on-site construction management and, especially QA services are provided. From a user perspective, we see major disconnects between OCE and the Districts. Too many times resources are applied after problems develop and the reactive solutions become very expensive. There is no incentive structure whereby the Corps share part of the burden on cost growth. We pay for EDC and then S&A on the mods. Finally we would like to see more communication from OCE via a newsletter or email updates to keep us informed about initiatives, changing priorities, etc. Thanks for the opportunity to comment.

Communications: Minus
Cost: Minus
Design: Minus
Responsiveness: Plus

Corps Project Managers (PMs) need additional authority to make decisions crucial to the success of our MILCON program. As an example, due to very tight bid climates in the this area, current and future MILCON projects may be awarded with minimal contingencies and no management reserve. Corps PMs need authority to award these type projects without interference or oversight from the Construction Division.

Project Managers continue to need authority to move and freely spend previous year(s) Planning and Design (P&B) funds. Not all COE Districts have the freedom to commit previous year(s) P&D funds to new design starts; i.e., using FY97 funds to initiate a FY01 project design.

Staffing: Minus

Comments: AF Other

The survey is very general. It is difficult to give specific feedback with this format. Recommend a separate survey for design versus construction, as our experience with each varies greatly. Our experience with the centralized project was a gross failure. The execution phase was particularly difficult due to having to "mother-may-I" for all modifications.

Our local resident officer is superb. However, our experience has been that when a project engineer is TDY or on leave, no progress is made on mods, RFPs or RFIs until that person returns. We are beginning to get a handle on this.

Our experience with design has been fair. Though we experienced significant problems with one in-house design, the district has risen to the occasion to assure the same issues are resolved before the second phase of the project is started. The team is also focusing on getting hold of costs (PA vs CWE) much earlier in the process.

We feel most individuals within the Corps who manage AFA projects, day-to-day, work hard for us and do the best job they can. However, there are processes and procedures within the Corps that encumber their efforts and have a negative effect on customer service.

Design: Plus/Minus
Personnel: Plus
Staffing: Minus

Needless to say, I'm extremely displeased with the results of our projects. We can't seem to come to closure on anything. It seems that it's OK for USACE to make mistakes because all you have to do is ask the user to pay for it. You have no accountability. USACE messes up, so what! If USACE had to pay for all the problems it caused, you would be out of business. We intend to look for other avenues to get our work accomplished.

Project Close-out: Minus

We are pleased to respond to your request for feedback. We heartily endorse your efforts to improve service and maintain clear and open dialogue between the Services. Our consolidated survey response is attached.

Your progress in reducing overhead costs is commendable and we urge you to continue these efforts. As our budgets get tighter, controlling costs become more and more critical to the success of our program. Please place increased emphasis on the use of Design-Build to ensure we can use this process, when appropriate, to accommodate shortfalls in both planning and design funds and construction funds. Finally, we not only need current and reliable funds data but also timely identification and return of excess funds for use on other requirements. Therefore, please renew your emphasis on financially closing-out construction projects within six months of beneficial occupancy and returning excess funds.

We commend your staff, in particular the Air Force Branch, for your strong support and cooperative approach to resolving issues. We look forward to continuing and improving our successful partnership.

We commend the COE staff, particularly the Air Force Branch, for your continuing strong support and cooperative approach to resolving issues.

We endorse your decision to eliminate "Engineering During Construction" as a line item in project construction working estimates. We urge you to continue your efforts to reduce costs for Supervision and Administration (S&A) and post-award engineering services.

Design-build is increasingly attractive as a project execution strategy, and the COE's leadership in promoting D-B is appreciated. While no execution strategy is appropriate in every situation, we think D-B should be widely used. Design errors and omissions are a continuing concern for cost growth and construction delays, and D-B can help minimize these problems. Also, funding shortfalls and a growing number of congressional inserts demand a flexible, responsive, and rapid execution strategy. We think D-B, where appropriate, is an excellent execution method.

We have received complaints that some Districts are reluctant to use D-B, as opposed to traditional design-bid-build. We need our support to ensure that D-B is an available execution strategy. We need to ensure that the multiple award task order contract (MATOC) is successfully implemented by the Seattle District, and in turn, implemented by other Districts as appropriate.

Comments: AF Other

We need to continue striving to capture all construction/design-related data at the lowest level and share that information at the highest customer level (AF/ILEC). AF Civil Engineering duplicates many COE data keeping efforts due to incompatible computer systems and blocked access. This could be resolved by providing ready access (read only) to the COE's data. We have a continuing problem with P&D funds being reported as "unobligated" in the financial database, whereas in reality, the funds are actually obligated/committed to contracts. We need your support to improve our visibility of the P&D funds process, so that we have current and dependable information for budgeting and accounting purposes.

The MILCON funds process with HQ USACE generally works efficiently and well. However, there is a continuing problem with financially closing-out projects within 190 days of beneficial occupancy and returning excess funds to HQ USAF. We request continue process improvements to ensure excess funds are returned in a timely manner.

While the current transition of medical MILCON project management from CEMP-EM to CEMP-MD is going smoothly, the change remains of some concern. Our desire is that we have a smooth and clear interaction between AFCEE, CEMP-MD and the various divisions and districts during working drawing reviews and construction.

<i>Cost:</i>	<i>Plus</i>
<i>Design-Build:</i>	<i>Plus</i>
<i>Funds Management:</i>	<i>Minus</i>
<i>Partnering:</i>	<i>Plus</i>

The Area Office is responsive, conscientious and works hard to keep me, the customer, informed. The Program Management Office, on the other hand, is occasionally non-responsive and is slow to keep me informed. Change order management & resolution could be improved. We need more "A Team" program managers like two named individuals to improve our perception of the quality of services. I've written letters of appreciation to two others with the Area Office to recognize their superior construction management services on two projects, respectively. The Area Office staff is proactive and keep me fully informed.

<i>Overall Satisfaction:</i>	<i>Plus/Minus</i>
<i>Personnel:</i>	<i>Plus</i>
<i>Project Management:</i>	<i>Minus</i>

My contracts with three individuals have been very positive. All 3 individuals have displayed a very professional approach to our mutual interests. It is a pleasure to work with them.

<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Personnel:</i>	<i>Plus</i>

Responsiveness is very important to us and I'm very pleased with how the District responds to our emergency requests. When we need them they are there and they bring the first team. Great organization! Great people!

<i>Overall Satisfaction:</i>	<i>Plus</i>
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Excellent performance by Area Office - Rating #5. Poor performance by project manager for one project (Restore Surface Drainage) Rating #1.

<i>Overall Satisfaction:</i>	<i>Plus/Minus</i>
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Comments: Department of Defense

Master Planning is too slow to meet our requirements and costs are too high. While we have not had to use Real Estate services in the past 12 months, their support has always been excellent. We receive excellent support from the Area Office. The partnership established with the District, Area Office, and our headquarters has been a big benefit to us.

Cost: Minus
Overall Satisfaction: Plus
Real Estate: Plus
Timeliness: Minus

Items 5 and 20 refer to management of OMA funds. Recently received a request for additional funds to pay a AE contract for which expired funds were returned. We also had to withdraw funds sent to the District to hire a planner. Very good support provided during bid and award process for new Visitor Processing Facility. Excellent support provided by CAO on R. Block warranty issues.

Overall Satisfaction: Plus
Timeliness: Minus

One individual is a superstar. If you can recruit and keep personnel of her quality, dedication and attention to detail, this district has a glorious future ahead of it. When the Auditorium job is done, we shall forward the appropriate letter of commendation. Another individual also has done a very good job of keeping all the support pieces in place to allow the construction folks to do their jobs. You still have problems processing changes promptly. The process by which money is transferred and tracked has improved, but it is still a little slow and unnecessarily complex.

Funds Management: No comment
Personnel: Plus

Teamwork = better effective communication.

Partnering: Minus

Customer dissatisfaction is based on a single project executed by the Corps for us during the past 3 years - renovation of the heating plant. The project was scheduled for 20 months, has now gone past the 36 month period without a projected date as process for achieving satisfactory completion.

Timeliness: Minus

Thanks for years of quality service, especially by three individuals. Without forgetting the numerous support staff that are too many to be mentioned.

Overall Satisfaction: Plus

Funds Mgt. & Cost Accounting: takes too long to receive returned excess funds. Our projects are generally too small to receive a great deal of attention; however we appreciate the attention provided!

Funds Management: Minus

The Corps project manager assigned to us is very responsive to the HQ MILCON Team. He keeps us well informed on our MILCON projects, seeks our direction and follows through.

Comments: Department of Defense

During the past year we see improvement in coordination between the different disciplines in engineering during project designs. This item is of special concern to us because we have several utility system upgrades that may impact other projects, especially with the installation infrastructure.

Project Management: Plus

Recommend this District take on the role of technical expert when reviewing design submittals. We do not have the technical expertise to review and provide detailed comments on designs. Design and construction costs need to be more competitive. Costs have been extremely high and above our expectations. Request improved environmental support. We expect same or better project management in the environmental area than the construction area.

Cost: Minus
Design: Plus/Minus
Environmental: Minus

Greatest problems are poor performance of HVAC systems and roof leaks. Untimely response to asbestos abatement requirement created problems on one project. Certain field personnel could benefit from customer service training.

Construction Quality: Minus
Design: Minus

It has been great working with one individual from the Hydraulics & Hydrology Branch. He is very knowledgeable and very attentive to our needs. He continues to be innovative and works diligently providing us with quality service. It has been a great opportunity for me working with him; I have learned a great deal from him. Another individual provides outstanding Project Management, keeping us informed at every opportunity. Always eager to help solve any issues that may arise. It has been a pleasure working with both of these individuals, and I look forward to working with them on future projects.

Personnel: Plus
Project Management: Plus

Timeliness has been a factor this year due to the large increase in number of actions. This has also affected the flow of information back and forth. I expect that this will improve next year when the program returns to a more normal level.

Staffing: Minus
Timeliness: Minus

I remain highly satisfied in the support rendered by the Corps. I am particularly pleased with the ability to rapidly executive projects under the JOC concept.

Overall Satisfaction: Plus

My supervisor recently said that the best decision he made in his entire combined military and civil service career (spanning over 30 years) was to switch to the Corps of Engineers for facility work. I also think that it was the best decision I have witnessed in my federal career. Your organization is one of the most capable and responsive ones we know of, this includes public and private sector organizations.

Overall Satisfaction: Plus

Comments: Department of Defense

I would like to see some way of reducing the time involved between selection of a site during a market survey and the time build out is actual started.

Timeliness: Minus

Two individuals have done an outstanding job for us.

Personnel: Plus

Always enjoyed the efforts.

Overall Satisfaction: Plus

This survey was based on three projects located here. We are extremely pleased with the support this District has provided both at the PM level and Area Office. Our major concern/disappointment has been typical of other Corps projects which is a timely completion/turnover and completion of all deficiencies identified at BOD. One project's deficiencies identified at BOD are being completed successfully; however the second project's deficiencies lingered. I personally feel much of the problem is due to the lack of Corps personnel at project completions due to S&A related placement. We have addressed this concern with USACE as a general problem through out, that the field offices lose their personnel at BOD due to construction placement concerns. At BOD is when personnel should be staffed sufficiently to complete commissioning and other key issues.

Overall Satisfaction: Plus
Staffing: Minus
Timeliness: Minus
Warranty: Minus

Develop method to ensure construction projects are completed within contract completion dates. Keep customers informed on status of construction projects (percent complete, critical dates, available funds, unforeseen problems, etc.).

Work with PWBC to develop plan to contract annual O&M projects prior to August/September timeframe to prevent year-end rush and inflated construction costs.

Funds Management: Minus
Timeliness: Minus

In the last few years I have watched the cost of design skyrocket. When I ask why doesn't the Corps open up design bidding to local engineering firms, I get the answer that there are only two approved design firms. I would like to see the Corps work on opening design up and lowering the cost to the customer.

Warranty work is another area where improvement can be sought. When a contractor is slow to make warranty repairs over and over again, the company should suffer a financial penalty or be denied other contracts. A certain percentage of the money for a contract is held back for this purpose. Rather than causing the customer to complain over and over to the Project Office, the contractor should be terminated and the withheld funds used to pay a sub-contractor to finish the warranty repairs. There needs to be more teeth in our contracts and if the teeth are already there, they should be used more often.

Cost: Minus
Warranty: Minus

Comments: Department of Defense

We'd really like a quarterly line-item-review on our programs - have made this comment several years on this questionnaire. Other than that, we really appreciate the district's support on the Relocation and bed down efforts.

Communications: Minus
Overall Satisfaction: Plus

Very impressed with JOC response and execution.

Overall Satisfaction: Plus

A bit of a disconnect between the survey section and planning section, although both have performed their individual taskings admirably.
One individual has done the best job that I've seen in 10 years on a wetland delineation product! A quality product, I'm looking forward to utilizing it.

Overall Satisfaction: Plus
Personnel: Plus

Need to work on getting asbestos abatement project during summer breaks underway more quickly once school lets out. Typical 2-4 week delays prior to actual abatement hurts everyone. Asbestos abatement JOC/IDIQ contract would be useful for smaller projects but the test case this summer is way too expensive. Need to look at getting prices to a reasonable level if we are going to utilize this service.
Continuing good/great support on FIP/O&M designs and projects.

Cost: Minus
Overall Satisfaction: Plus
Timeliness: Minus

Appreciate the great support your staff has provided in managing our dynamic and complex FIP. Our survey comments are limited to the FIP as a specific program.
As in the past, your PP-N staff has done a wonderful job of being directly involved in the day to day issues associated with our complex program. They have gone the extra mile to ensure the section is fully staffed with very capable project managers at all times. Since the program comprises almost half of the total District workload, we are certainly appreciative of the dedication your managers demonstrate in understanding the mission and its facility needs. In particular, one individual is hereby recognized for his personal dedication in ensuring that projects continue on track.

As we have articulated many times in the past, only one service is growing here, while the other services downsize. Therefore, it is important for the District to at least keep that service's team intact. More importantly, we still feel a dedicated full time PPM should live and work here (out of your Resident Office) to handle the many complex issues associated with this installation. We also recommend, as in the past, that your engineering design personnel conduct the actual reviews of A-E design work at the project sites to gain a better understanding of design projects into typical constrained lands. This direct contact with personnel is absolutely critical to ensuring compliance with USG standards. Email and faxes cannot fully ensure proper changes are made early in the project development stage.

Overall Satisfaction: Plus
Project Management: Plus/Minus

The service COE provided has been outstanding!

Overall Satisfaction: Plus

Comments: Department of Defense

Very happy with service.

Overall Satisfaction: Plus

Two individuals provided an impressive in-brief shortly after my arrival that helped me and my staff better understand what services the COE has provided our organization to date and what additional services are available. I highly recommend such in-briefs for new personnel in positions such as mine at other organizations.

The Program and Project Management Branch has been very accommodating and professional, assisting us in obtaining Architect-Engineer (A-E) services to conduct cursory engineering studies and prepare Form 22's within our budget for three proposed utilities projects. The final A-E cost via the COE proved to be less than half the cost quoted us by another organization to perform the studies and prepare the Form 22's in-house.

We continue to be highly satisfied with the service provided by the Design Branch. This year we worked together in the successful execution of designs at various stages on numerous projects.

The attention to detail and cooperation of the Resident construction staff foresaw and resolved potential problems with one project to result in a quality facility that will be delivered on time.

To further improve the already excellent service being provided, I recommend the quarterly or more frequent update and distribution of your project status reports to customers. Reports should include all projects for which the COE has been tentatively tasked any action, and should carry completed or cancelled projects for at least one full quarter after their final construction completion or other reason for being discontinued.

Communications: Minus
Design: Plus
Overall Satisfaction: Plus

The Army Corps of Engineers Area Office has been a key component of the our relocation project under SACO. The Corps has been instrumental in the formulation of our Form 22 as well as advising us on DFAB issues and requirements. We would like to commend the Project Manager for overseeing our relocation efforts. He has been extremely cooperative and supportive of our efforts; he has kept us well apprised of developments in negotiations between J-42 and DFAA. We look forward to continued cooperation and support from the COE Area Office. We also greatly appreciate the support we have received from all elements of the Engineering District. We are confident the district is looking out for our interests and we highly value and respect your expertise and efforts on our behalf.

Overall Satisfaction: Plus
Personnel: Plus

Resident Office is excellent. We will all be sorry to see one individual leave. The Project Management Division does good work but is typically understaffed and sometimes relies too heavily on my engineering staff to augment their design capability.

Overall Satisfaction: Plus
Staffing: Minus

Less conservative gov't estimates needed.

Great flexibility.

Good customer support.

Overall Satisfaction: Plus/Minus

Army Corps of Engineers has worked several projects for us. The service provided has always been of highest quality and standard. We look forward to a continued work relationship with future projects.

Comments: Department of Defense

Overall Satisfaction: Plus

Project management by one individual for the demolition project was second to none! Outstanding coordination with the Field Office led to a timely, successful completion of this project.

Two others have provided superior host nation engineering surveillance of FIP Projects. On-site management of FIP Projects by the Field Office have repeatedly set the benchmark. One area of concern for the future is the loss of one individual with no backfill.

Personnel: Plus/Minus
Project Management: Plus

Thank you for the excellent support. Projects have all completed on time. Quality is excellent. The best design and construction project support for this Region is this district. The district always comes through to delivery to my standards.

Overall Satisfaction: Plus

We appreciate the Project Management Support provided to us by one individual. He has always provided us excellent customer service/project management and outstanding coordination with the local government.

Another individual in the Construction Division was extremely helpful in coordination of our FIP project during the construction phases of the project.

Suggestions to make the best usage of the Host Nation Construction Program would be the usage of standardized facilities details. Built-in equipment is a primary example of commonly used items within the FIP program that can reduce the cost of USG furnished items. A directory of built-in equipment, photographs with finish schedules and typical dimensions would be extremely helpful to the users, who are not typically involved in the design process.

The development of standard facility details for typical rooms, conference rooms, private offices, training rooms, rest rooms, kitchenettes, etc. would be extremely helpful. These would help the users to identify their facilities requirements in a "cut & paste" method for the preliminary conceptual layouts which would closely resemble the final layout.

Retain the services of the CP A/E's during the design stage. The CP A/E can provide clarification of the project requirements, rough drawing support, etc., to improve the quality of the final product.

Compilation of a District guide to the FIP. The guide would be a technical reference to design and construction of FIP projects, of which the built-in equipment guide and standard facility details can be part of the overall District guide to the FIP. The District is the sole repository for the FIP, and has the most expertise in what the host nation will provide. We at the activity level do not know what happens at the other USF activities here, their successes and failures, and we tend to "reinvent the wheel," when we do not have to. If we can build upon other bases successes at our own installations, we can improve the FIP for all installations. The District did provide a portfolio of facilities that have been built, but the drawings are hard to read, as some of them have been extremely reduced. It would also have been helpful to have the project documents to see how some of the projects were justified to the host nation.

Design: Plus/Minus
Personnel: Plus

Please consider provision of the monthly status report of the facility under construction.

Communications: Minus

Personnel shuffling in PPM caused us extra work. Three different project engineers in two months.

Comments: Department of Defense

Environmental is very responsive, especially in providing "ballpark" figures. However, costs are extremely high, not the fault of the district.

<i>Cost:</i>	<i>Plus/Minus</i>
<i>Environmental:</i>	<i>Plus</i>
<i>Staffing:</i>	<i>Minus</i>

We have been very satisfied; however, perplexed in lack of district participation/leadership in issues concerning lack of progress on one project.

<i>Overall Satisfaction:</i>	<i>Plus/Minus</i>
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Upper Management Coordination - The Construction section has been extremely effective coordinating last minute changes. Communications within the COE can improve. We are routinely asked by one section to provide information that is already in another section or the design documents. A/E's need to do complete design reviews to include a site visit.

Project Management - Project Management section has provided tremendous support in helping to resolve issues like communications design and master planning support. PM's consistently pass technical questions on to us, when COE could answer these questions, and provide us a copy of their proposed responses. Answers to our comments must be submitted prior to our receiving further drawings for review.

Design/Construction - Stand alone CP's (SACP) need to start sooner to allow adequate time to review and comment. Last year's contracts were awarded very late in the year, due to late authorization. Design coordination between adjacent projects can be improved. We are expected to redesign the layouts to integrate adjacent projects. Architecture personnel have been working closely with us, and are very effective negotiators. Communication section has been extremely helpful in negotiating changes to the standard designs. COE personnel moves have reduced the number of construction inspectors, and we're concerned that project oversight may suffer. Warranty support is generally good, but some issues have never been resolved (wet insulation).

We're both are trying to work harder and smarter in our administration of the complex requirements imposed by the Facilities Improvement Program process. Process improvement is not easy, but things are improving. I'm pleased to see the format change for the Technical Working Group and look forward to seeing additional improvements. I'd like to see issues resolved in a more timely manner, but understand the difficulties involved when dealing with the local government.

I'm concerned that some of our comments from last year were repeated again. The timeframe of Stand Alone Criteria Packages was a problem due to late authorization. We continue to have a problem with design coordination of adjacent projects. I ask for your assistance in these areas to improve the overall program.

It has been a productive year and we appreciate all your efforts. Hopefully you find our comments and evaluations useful, and look forward to discussing them with you at the next Senior Engineer's Conference.

<i>Communications:</i>	<i>Minus</i>
<i>Design:</i>	<i>Plus/Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus/Minus</i>
<i>Project Management:</i>	<i>Plus</i>

What you most appreciate - excellent COR's you have on-site!

What we most need to improve - after completion of projects, it takes an extremely long time before Real Estate/Property documents (1354's) and as-builts are completed. Often the warranty has already expired. Deliver projects when promised.

Need to improve contract process (especially for JOC & IDQ) that if a project hits a snag and needs a modification, that not all work stops (until negotiations are complete). It leaves too many half-finished jobs exposed for a long time. Example - paving and gates.

Comments: Department of Defense

Project Close-out: Minus
Timeliness: Minus

What you most appreciate - I want to thank in particular one individual for his superb project management skills, good communication, positive response, timeliness, and overall customer oriented approach. He sure is first on my list and my list is long.

What we must need to improve - Keep another individual away from Project Management. He sure made a name for himself dealing with DLA. Unresponsive, unable to track, unwilling to cooperate. A number of us share this same opinion.

Thanks for the support of the first individual and his team. They were patient, supportive and flexible. Thanks for a good job.

Personnel: Plus/Minus

What you most appreciate - frequent meetings keeping customer informed, and treating customer as a team member. District has capabilities to serve customer in a wide variety of tasks and areas.

What we most need to improve - 65% cost estimate provided with no explanation for overrun. Seismic solution (current option) has not been discussed with customer, and customer is very unhappy with the proposed solution. Project Management on DOD Center project needs to be strengthened by having better and more frequent communications (e-mail) with customer. Clear description of issues with proposed solutions is needed. Need more alternatives on cost savings measures.

To assist in completing this survey it would be helpful to have a description of what each number is to relate to , i.e., 3=average, 4=above average, 5=well above average?

Communications: Plus/Minus
Cost: Minus

What you most appreciate - I most appreciate one individual's communication. He strives to keep us informed as to project status.

What we most need to improve - I feel the COE needs to lessen the amount of reviewers to a document. Need to speed up the overall process particularly at BRAC bases. Various team members do not work directly for project manager because of supervisory structure within COE. This also slows down process.

Personnel: Plus
Timeliness: Minus

Excellent support especially in the field. Need to devise a better system for helping me track the funds expended, but this is minor and can be easily worked out.

Funds Management: Minus
Overall Satisfaction: Plus

General: in general, we have been very pleased with Corps work. This past year our point of contact has changed twice - not good for building radar and knowing who to contact.

Fiscal: we still have one fiscal "nightmare" out there - our bowling alley project that much prior year money would be criminal to waste. Plus, if a design/build is contemplated, we'd pay twice.

The mechanics of receiving copies of paid invoices so our budget people can track payments is still not worked out. Our budget analysis says she is also trying to work with changing personnel on your end that at times makes the situation more difficult.

Funds Management: Minus
Overall Satisfaction: Plus

Comments: Department of Defense

Staffing: Minus

Quality services of services from the environmental (HTRW) support has declined over the past year. No construction on design was offered to this District.

Environmental: Minus

Outstanding support from Real Estate in our leased military housing program. While we are still in the early stages of our MILCON there has been significant design deficiencies discovered. Major systems (HVAC) were not completely engineered - cooling towers were never examined to see if they could work with newly installed chillers, for instance. We had leaks on work done to Building #2 roof. Corps would not intercede with the contractor who did the repair work. On the positive side, I have been very impressed with those in Con/Ops who keep me informed. They work hard to include me in decision making.

Communications: Plus
Design: Minus
Real Estate: Plus
Warranty: Minus

Due the limited number of projects - "sample size one project" - the results of this survey should not be held as a fair assessment of the Corps performance. In addition, the politics of the base on "project ownership" is also unfairly held against the Corps. The base order establishes engineering as the responsible agent representing the base. But the Corps is contracted to our tenants who do not recognize the base engineer as the reporting official. Consequently, the Corps is not always aware of the requirement to work with the base engineers. However, when the Corps is informed and allowed to provide coordination, it is great. The true test of my satisfaction with the Army Corps is that you are the standard by which we hold NAVFAC EFA/EPD. Your efforts and the commitment of this District to support us in our year end contracting debacle was greatly appreciated. Our normal construction/contracting agency has reconsidered their position and has agreed to accept our construction packages in non-electronic format. They have agreed to take on the responsibility of implementing their electronic solicitation policy within the existing cost of reproduction and manpower constraints. I am personally grateful for our efforts as well as the commitment of this District in always being available. Your services and commitment have become the standard against which we hold our construction/contracting agency against.

Overall Satisfaction: Plus

I didn't have direct interaction with the District office but the one product I have seen (EIS) seems to be quality work.

Environmental: Plus
Overall Satisfaction: Plus

Keep staffing your office down here with quality individuals.

Personnel: Plus

Once again, superlative work from the Corps team. Master Planning & Projects have been artfully complete with superb quality. Responses to queries for cost data and planning information have been timely, accurate, and on the mark - could only improve performance in the area of field studies in the ??? region. Keep up the great work!

Funds Management: Plus

Comments: Department of Defense

Overall Satisfaction: Plus

We are extremely pleased with the continued support of the Army Corps. One individual continues to be a great asset. It's nice to deal with someone as customer focused as she. Keep up the great work!

Overall Satisfaction: Plus
Personnel: Plus

Most of my cost concerns stem from what I feel is a history or track record of not thinking problems through in the planning or design phase. One example of this was the lead abatement design. First, your designer lost the design. Then, the regenerated design spec was found to be deficient during a pre-construction meeting by myself, our facilities engineer and the Corps Con Rep. Also there has been quite a bit of short sightedness in our road/dust control project. This has caused much cost growth and has caused the project to take much longer than necessary. PM coordination is much improved!

Cost: Minus
Design: Minus
Project Management: Plus

It has been a pleasure to work with one individual on various CRM projects. Outstanding response, consultation and project management. Very thorough. Thanks for your support.

Personnel: Plus

We have always received excellent service and support from one individual.

Personnel: Plus

One individual has done a terrific job of implementing Task Orders for our product, which has requirements that are in a high state of flux.

Personnel: Plus

The high level review and unacceptable delays currently being imposed on the District by Division personnel is unacceptable. It is being done for political, not technical, reasons. I recognize this is beyond the ability of the District to influence - it is nonetheless a major issue that has not been satisfactorily resolved.

At IPTs, I'd like to have a 1-2 page written summary of project status/schedules, as well as the oral summaries.

Communications: Minus
Timeliness: Minus

This organization functions effectively and efficiently.

Overall Satisfaction: Plus

Recommend you offer expanded service in the facility management area. You could offer to write, award, and manage service contracts for all military bases. You would be able to offer JOC, A&E, minor construction, MILCON, budgeting to many government agencies.

Staffing: Neutral

Comments: Department of Defense

Outstanding support from three individuals.

Personnel: Plus

COE seems to lack a "customer service" orientation in the superfund projects with which I am familiar. Other frequent shortfalls are in timeliness and in cost-consciousness.

Cost: Minus
Environmental: Minus
Timeliness: Minus

ACOE does not have a good track record regarding FMS cases in support of programs done some years ago for building and designs for two military cities. This should be used as a case study by ACOE for such things as communications, customer focus, attitude, etc. The customer still has a bad taste over things that happened years ago.

Communications: Minus
Overall Satisfaction: Minus

My comments are based upon experience to date on a program that is just getting started. We have been impressed with USACE's professionalism and proactive attitude.

Overall Satisfaction: Plus

These comments represent two offices. Although we are not a customer of USACE in the traditional sense, USACE has been an active participant in our goal to develop the Defense Security Assistance Management System (DSAMS), which involves consolidating several Security Assistance systems used currently in the Army, Navy and Air Force into a standard DoD system. USACE has been highly responsive in furnishing business process requirements, participating in testing, and performing end-user training. We have always been able to count on USACE.

Overall Satisfaction: Plus

I have completed survey from this District about a month ago. Big problem is Project 90 Designer Cost, working issue out with the District.
Cost estimations still an issue.
Completion of projects on time.
Landscaping warranty problems.
Would the Corps be my first choice, if I could go open market, I would want to try that approach. I still don't feel that we are taken as a customer paying for services.

Cost: Minus
Timeliness: Minus
Warranty: Minus

The COE needs to improve on 3 fronts:

1. Negotiate contracts with involvement from the Medical Facilities Office to ensure what is being negotiated with the A/Es.
 2. Manage contracts within available P&D funds.
 3. Pursue aggressively the A/E liability to reduce change orders arising out of design deficiencies.
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Design: Minus
Funds Management: Minus

Comments: Department of Defense

Cost of designs are well over the 9% budgeted for this purpose. Would like to see a more aggressive A/E liability program. Also, would encourage the addition of a medical MILCON representative to the contract negotiation team in an effort to classify SOW and change orders to minimize expenditure of client's funds. The CEMP-MD personnel are great. We'd like to see the improvements to the system that are mentioned above.

Design: Minus
Personnel: Plus

Our response based solely on PAX system support.

We infer the survey rating scale as follows: 1 = Unsatisfactory; 2 = Less than Satisfactory; 3 = Satisfactory; 4 = Above Satisfactory; 5 = Excellent. The "2" ratings identify areas of opportunity where we and our components would like to work with the Corps to improve Corps process performance, design-construction agent services, and return on improvement.

Our recent quarterly meetings with the District indicate Corps management is striving to improve design-construction agent performance; however, additional progress is needed in the areas of design quality, on-time quality construction, and project management in support of our MACOM and JSOC MILCON projects. Two Districts, overall, are providing near adequate quality services to MACOM Headquarters. HQ USACE, Medical/Support for Others Branch personnel (servicing MFP-11 Program) are meeting our basic needs. We are not satisfied, however, with Corps funds management and cost accounting processes, which need greater emphasis on claims and financial closeout. MACOM, as the resourcing agency, needs more informative and timely management reports to more effectively oversee SOF MILCON investment. Atch 1 shows the limited report we currently receive on our \$9.6M headquarters addition construction project. We need the Corps to provide (preferably via Internet) a more extensive project progress and funding status management report showing a clear concise summary of the cost/performance/schedule indicators of this and other projects.

Design: Minus
Funds Management: Minus
Overall Satisfaction: Plus
Project Management: Minus

The Corps of Engineers has made excellent improvement in the past year. One individual's visits have gone a long way to improving the relations between us and the COE. Although much better, there is still room for improvement. We hope that the good work that he has started will continue in the coming year.

Some particular areas where we feel continued emphasis is required are:

Real Estate - For our command to be effective, it must be in the right place. We must continue to work together to make this a firm reality. Continue to work with my staff as we work our way through the process of defining the right footprint. Don't let up on this priority.

Theater Architecture - How we lay out our forces now will determine our effectiveness for years to come. The Forward Operating Location construction and counterdrug construction are critical areas in our long range plans. Continued timely work is critical to our success.

Cost control - We need to continue to look for innovative ways to get the job done more quickly at less cost. The "cost plus a percentage" model for COE pricing should be looked at for replacement. This system discourages your commanders from looking for ways to improve efficiency.

Details - The Corps does great work on big things but many times loses credibility in the details. A great technical report can be easily discounted if the document is poorly written. We would appreciate your continued emphasis on details.

Communication - We have a very busy AOR and we know you have a lot going on here. I understand that your Liaison with us is retiring shortly. A quick replacement in this critical position would be very desirable.

Comments: Department of Defense

Again, we feel that your organizational performance is much improved. We appreciate the quarterly visits and hope that we can continue them in the coming year.

	<i>Cost:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>		<i>Plus</i>
<i>Staffing:</i>		<i>Plus/Minus</i>

COE has done one project for us in past few years - a new clinic. Construction is underway.

Comments: Other

Reaching closure on one project has been a slow, arduous process. However, since a new District Engineer assumed command of this District, the Corps effort has become much more focused and oriented on achieving measurable, high quality results. We are finally on the edge of completion.

Personnel: Plus
Timeliness: Minus

Revise invoices so we can determine:

1. % of project complete
2. The period for which invoice covers
3. Amount left to be billed.

Since A/E services are basically on a T&M basis, we have no way of knowing status of overall contract with current invoices. We are very satisfied with technical performance of design services we have requested, as well as the ability of team members. If we could improve one item it would be "turn around time."

Design: Plus
Project Management: Plus/Minus
Timeliness: Minus

I feel that the initial cost estimates for design are too high. The high cost estimates have an impact on budgets and additional planning.

Cost: Minus

This District continues to provide quality and excellent service to our Base Closure Team. Also, this District is a key contributor and aid in obtaining the goal of property transfer of our base to the local community.

BRAC: Plus

Based on last 12 months (7/1/98 - 6/20/99).

Section 1, #5 - Timely Services - Work orders have not been completed in the expected timeframes. All work orders need to be completed in 90-120 days.

Section 1, #7 - Services at Reasonable Cost - We have complained from the outset of the MOA that it was difficult to get reasonable estimates from the ACE when originating a work order. This is particularly true for the first work orders where new ACE staff have been assigned. The bottom line is that we're not comfortable accepting the ACE's bottom line estimates for a work order, but are told that we will only be charged for time and costs actually incurred.

Section 2, #20 - Funds Management/Cost Accounting - We have very limited success in obtaining monthly cost accounting information, tasks completed and actual charges - We can't manage in this manner.

Cost: Minus
Funds Management: Minus
Timeliness: Minus

The District Office is very helpful. Another Corps office appears to add complexity to the work.

Overall Satisfaction: Plus/Minus

Comments: Other

The Coast Guard contracted with the ACOE for emergency disposal of hazardous waste from an oil spill. The performance of the ACOE staff and their contractors in the performance of the work was outstanding. The accounting staff after the fact has been extremely helpful and bills have been timely. The only complaint we have is that our documentation procedures for oil spills requires extensive documents of all costs. Receiving this level of documentation necessary to approve reimbursement has been slow.

Funds Management: Plus/Minus
Overall Satisfaction: Plus

#5 - handle small jobs under \$100K more effectively. Can do those jobs within house quicker.
#18 - Project Management Services - the rating of "3" refers to construction project engineer.

Project Management: Plus/Minus
Timeliness: Minus

A very short brochure providing your cradle to grave facilities services, nationwide coordination capability, and depth of (worldwide) your trained engineering staff would help small agencies like us. You have the capability to instruct us in facilities planning (like CECOS) and might consider this.

Would suggest you expand the feedback to customers via known milestones, etc. It seems all the agencies helping us are so busy themselves, we have to struggle to obtain information.

Communications: Minus

Thank you for your excellent service over the past 2 years!

Overall Satisfaction: Plus

Too many contacts in COE. I had to go to 2 or 3 contacts before getting an answer. 1 POC for 1 POC.

Staffing: Minus

A very vital member of our team. Proved during flood crisis that the district is here to support!

Overall Satisfaction: Plus

Primary contact with one individual - outstanding individual - great working with him.

Personnel: Plus

We are very satisfied with services.

Overall Satisfaction: Plus

My experience with the District has been very enriching. I was privileged to work with three individuals. They really went out of their way to provide a Cost Eng. Report. I would not hesitate to use them again in our projects. I would, in fact, make sure they are, in some way, involved in any projects that we use your expertise!

Overall Satisfaction: Plus
Personnel: Plus

The district continues to be a willing and able partner with us.

Comments: Other

We are especially pleased with the quality, final cost, and timeliness of the shoreline protection projects that were developed and administered by the district at one project site. These projects were fully funded by us through a Memorandum of Agreement between the Corps of Engineers and the local government. The district's technical expertise and wide ranging network with local government officials and private industry contractors have facilitated the successful completion of these projects since 1995.

The district's venture into another project is also welcomed. Memoranda of Agreement have recently been executed between the Corps of Engineers and the local governments. We look forward to positive developments in the forthcoming shoreline protection projects and the engineering services contracts that will be supported by our funds.

While the district organizational needs and available resources may dictate the substantial division of labor among the various planning, engineering, legal, contract procurement, and construction management sections, local governments have noted that the district project "S&A" costs appear substantial in relation to the construction contract amounts. With limited program funds, the use of district engineering services is one of great deliberation and debate among the local program managers.

We note that the timeliness of district actions and service delivery are sometimes affected by traditional Corps of Engineers procedures, processes, and chains-of-command. Where appropriate, streamlined lines of communications between the district, local government, A/E staff, and contractors should be explored with an expressed intention of ensuring an unimpeded, continuous construction operation. Flattening of the multi-layered organizational hierarchy for construction management may also be beneficial with the consolidation of duties and responsibilities for field personnel and with delegations of field authority to the lowest possible level.

We are certainly appreciative of the support and professional assistance of the district in maintaining this a viable program. When appropriate, we are available to facilitate project development phases between the district and local government.

<i>Cost:</i>	<i>Minus</i>
<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Timeliness:</i>	<i>Minus</i>

Some projects have been completed; others are on-going. The USACE assistance to us throughout the years has been great.

<i>Overall Satisfaction:</i>	<i>Plus</i>
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ACOE needs to provide timely services and need improvement on this. Especially A/E services. Most of A/E services take longer time comparing to construction time period. All personnel who are involved on projects are doing a very good job. They are helpless, I think, in providing some services in timely manner.

<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Timeliness:</i>	<i>Minus</i>

I especially appreciate the working relationship of one individual and his staff at the Corps. It is this professional effort on their behalf that has led to an increase use of Corps talent. Thank you, Corps!

<i>Overall Satisfaction:</i>	<i>Plus</i>
<i>Personnel:</i>	<i>Plus</i>

Comments: Other

Construction, demolition and renovation of prisons is difficult, because of all the restrictions placed on the tools and the workers involved. There are special circumstances working in the prison environment that arise from time to time that could create delays in the work. I am happy to say the US Army Corps of Engineers have always been able to surmount these and other obstacles that are unique to our environment. Their professionalism and dedication in supporting us has always been above and beyond what is normally expected. Because of their attention to detail we have been able to contain costs, finish on time and receive an exceptional product at the end.

The billing was hard to track and was SLOW in coming. The recent changes on who and where your billing done had been an improvement in both the tracking and identification of what the bills are for. Congratulation on your new improvement. It is too soon to tell about the speed at this time, but if it follows with the other changes then it will increase as well.

Funds Management: Plus/Minus
Overall Satisfaction: Plus

I've been satisfied with the support on this project and very satisfied with three individuals. Also good support and communication with two others.

Overall Satisfaction: Plus
Personnel: Plus

In general the quality of COE work is very good. The contract's process has taken excessive time, however - hopefully this will be fixed with the IDIQ contract.

We also need better communication on detailed budget estimates and contractor progress/completion dates.

Overall Satisfaction: Plus
Project Management: Minus
Timeliness: Minus

From my personal point of view, we owe our successful implementation of a GIS system to the cooperation and assistance of the Corps of Engineers and the contractor support obtained through our "MOA" with your organization.

We also obtained extremely valuable A&E support from the Corps and a Corps contractor for initial planning efforts surrounding selection of another site as an industrial logistics site for post-1999 operations currently located at another site.

One particular problem area is not being able to tell what we are being billed for in some cases by the contractor.

Funds Management: Minus
Overall Satisfaction: Plus

Improvement is needed in closing out Interagency Agreements and monthly billings.

Project Close-out: Minus

The technical support provided by USACE to the Superfund program has been of great value and is deeply appreciated. I look forward to a continuation of the excellent relationship that has developed over the past several years.

Overall Satisfaction: Plus

Comments: Other

USACE costs are high compared to RACs contractors. Since USACE is a co-federal organization, I as an RPM would like to be able to work with the Corps as a team, making shared decisions. It seems that when we and USACE differ on a particular issue, USACE must protect itself against future criticisms by formally (in writing) stating its position - basically "CYA." USACE should devote more effort into achieving buy in and supporting team decisions, and less time "CYA."

Cost: Minus
Partnering: Minus

I have heard only good things about the Corps' performance in supporting the Superfund program over the past year. One of our top priorities is bringing Superfund sites to construction completion. The Corps' assistance in helping EPA to meet the established goal is essential. The Corps is now assisting both the Superfund and Brownfields programs by providing staff on a temporary basis who are working within both program offices. This, I hear, has been of great benefit. I look forward to a continuation of the close working relationship that has developed between the Corps and EPA, not only here at headquarters, but also across our regions.

Overall Satisfaction: Plus

USACE consistently provides outstanding customer service for management and support activities related to EPA's Superfund program.

Overall Satisfaction: Plus

USACE cost accounting and project funds tracking is very weak. The inability of effectively and efficiently managing funding severely impacts customer satisfaction.

USACE organizational structure appears non-existent between national and regional organizations. We experienced a lack of communications and management decisions between the layers of the organization.

I would highly recommend a project QA/QC program that is sponsored nationally but effective at the District level.

Some of the Districts receive high commendations for their performance and support. I would recommend this survey to be forwarded to other program managers within FAA.

Communications: Minus
Funds Management: Minus

Reaching closure on a project has been a slow, arduous process.

However, since a new individual assumed command of the District, the USACE effort has become much more focused and oriented on achieving measurable, high quality results. We are finally on the edge of completion.

Personnel: Plus
Project Close-out: Minus

One individual has done a good job keeping me informed, documenting actions, and treating me as a full member of the team. His attention to detail and enthusiasm is appreciated and has contributed to higher quality NAF facilities. Personnel turnover and migration to other positions continues to be a challenge to this District and a concern to this HQ. Recommend additional PM support be added to this program at the District level. Recommend closer coordination between RE/COR personnel and PM during the construction phase. Recent projects have examples of both good and poor quality control. Recommend closer coordination between the construction inspector and the PM. (This may mean enlightenment of the supervisory layers between these two elements).

Comments: Other

Personnel: Plus
Project Management: Minus
Staffing: Minus

I work with the Corps of Engineers primarily in the following areas: Planning/Environmental - Excellent Support; Project Orders - Excellent Support; Installation Support - Excellent Support; Construction Division - Overall we receive excellent support but we need to continue to focus on the facilities maintenance contract management.

Overall Satisfaction: Plus