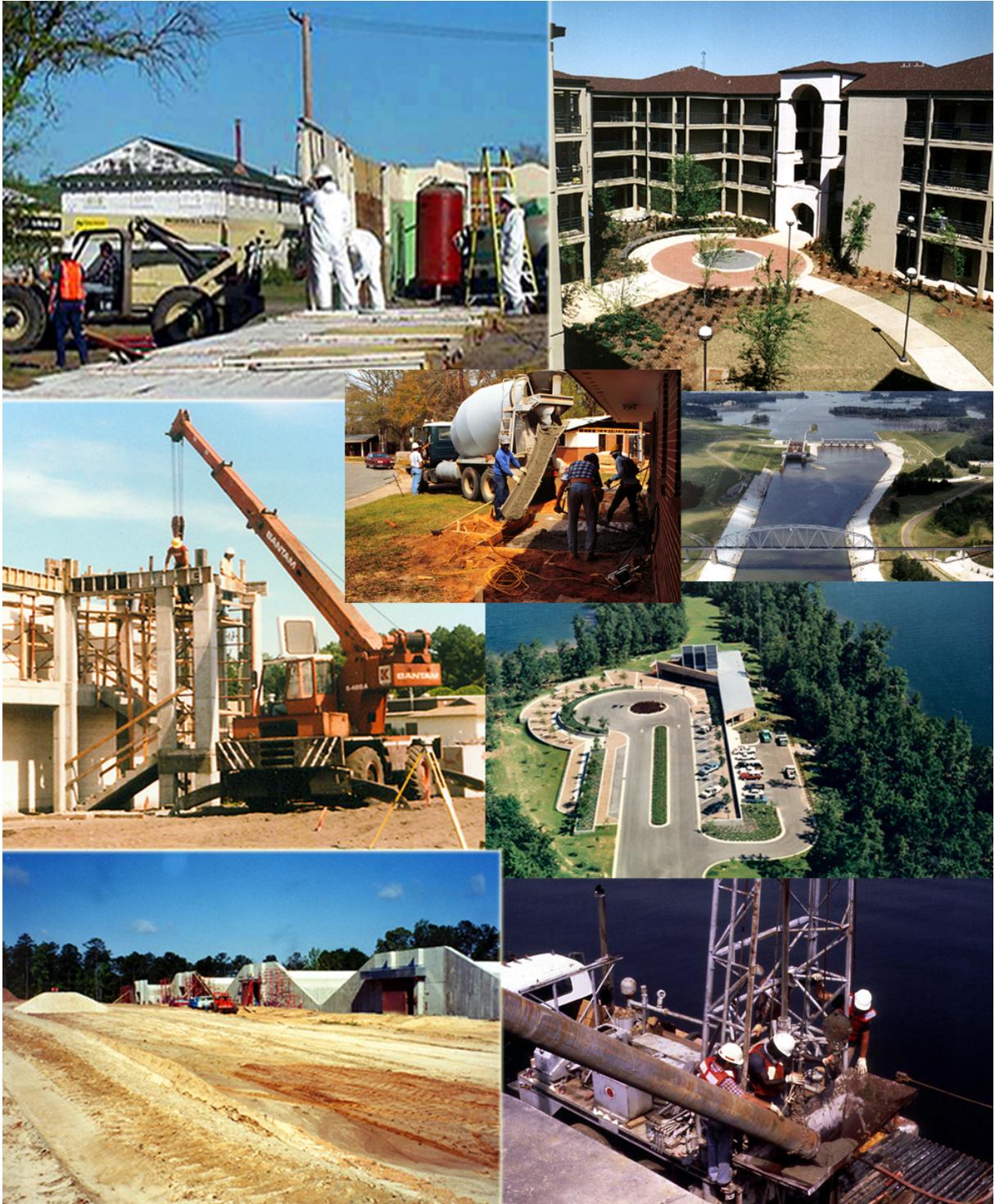




US Army Corps  
of Engineers

# FY17 MILITARY PROGRAMS STAKEHOLDER SATISFACTION SURVEY



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USACE Organization Symbols<sup>1</sup>

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

<sup>1</sup> Organizations participating in FY17 Survey highlighted.

## **EXECUTIVE SUMMARY**

### **Survey Participation**

A total of 738 stakeholders participated in the FY17 survey, down 2.5% from last year. Over the last five years (FY13-FY17) stakeholder participation has fallen off 28% from 1,028 (FY13) to 738 (FY17). Response rates have also fallen off, from 56% (FY13) to 40% (FY17). This year, response rate remained unchanged from last year (FY16) at 40%.

Survey participation can be influenced by several factors, such as the number of in-progress projects. More active projects means more potential respondents. Fewer projects mean less respondents. Survey fatigue is another factor. The stakeholders' willingness to take time out of their schedules to participate during every survey cycle is important. USACE District Survey Managers have performed admirably in encouraging stakeholder participation and ensuring active communication. It is important for these efforts to continue.

Despite the trend of smaller survey samples, the Corps-wide response rate of 40% was sufficient to make statistical inferences within an estimated sampling error of 2.42%. Response rates varied greatly among districts, but were centered about the median. Of the 31 participating districts the median response rate was 41%. Response rates for smaller districts (population ≤ 50) averaged 44% with a median 46%. The average response rate for larger districts was 39% with a median 38%.

As in past years, Army stakeholders comprise the largest proportion of the FY17 sample (43%), followed by Air Force (26%), 'Other DOD' (18%) and IIS (12%).

### **Service Areas**

The survey includes questions that address stakeholder relationship dynamics and general characteristics of services (quality, cost & timeliness, team inclusion) as well as a number of items concerning specific services and products. The majority of responses (84%) were positive for the eleven general performance questions, although individual items varied. The three most highly-rated general items were 'Treats You as a Team Member' (90% positive), 'Seeks Your Requirements' (88% positive), and 'Quality Product' (87% positive). The items that yielded the greatest proportion of negative ratings were 'Timely Services' and 'Reasonable Cost', at 9.8% and 9.6% low ratings, respectively. By comparison, 'Treats You as a Team Member' was rated negative by only 4.1% of survey respondents.

Two of the more critical items in the survey are 'Would be Your Choice for Future Services' and 'Your Overall Level of Satisfaction'. A total of 82.6% of stakeholders indicated the Corps would be their choice in the future; 7.7% responded USACE would not be their choice for future projects. Regarding stakeholders' overall level of satisfaction, 85.1% responded positively and 6.0% negatively. The remaining 8.9% were noncommittal.

The most highly-rated specific services were 'Environmental Studies' and 'Environmental Compliance' at 92% and 91% high ratings, respectively. Next highest was 'Investigations/Inspections (Non-Env)' at 87.5% positive. The specific services item that received the largest proportion of low ratings was 'Timely Construction' at 10.6% negative ratings. Next lowest were 'Change Mgmt (Mods etc)' and 'Real Estate', both at 6.8% negative ratings.

## **Stakeholder Comments**

Among all survey respondents, 452 (61% of 738 stakeholders) submitted general comments (under 'Overall Comments/Suggestion'). Of these 452 stakeholders, 276 (61%) made overall favorable comments, 72 (16%) made negative comments and 83 (18%) stakeholders' comments contained mixed information (positive and negative statements). The remaining 21 (5%) stakeholders provided comments that were informational in nature (such as a project description). Some stakeholders commented on more than one subject, so it follows that total comments will exceed total respondents. The most frequent positive comments concerned 'Compliments to individuals/staff' (98% of the 337 stakeholder comments on staff were positive). No general subject received as many comments as 'Individuals/staff'. Compliments to Corps staff reflect strong stakeholder loyalty. A related subject, 'Responsiveness of district staff' received 91 total comments (67% positive). And 'Professionalism' received 88% positive comments.

Positive comments exceeded negative for 'Customer service/support' at 55% positive and 45% negative. 'Communication' had more negative comments than positive (45% positive and 55% negative). The most frequent negative comments addressed a lack of 'Timeliness' (158 of 193 comments were negative) as well as concerns with 'Cost' (90% negative). 'Meeting Schedule' was also problematic with 91 negative comments out of 112. This emulates from a perception that understaffing is affecting project performance.

## **Stakeholder Groups**

The analysis comparing Air Force, Army, Other DOD, and IIS stakeholder ratings found only four services (compared to nine in FY16 and fifteen in FY15) in which stakeholders differed in their satisfaction levels. The change is manifested in less difference between stakeholder groups for 'Treats You as Team Member', 'Manages Effectively', 'Timely Service', 'Quality Product', 'Displays Flexibility', and 'Your Choice for Future Work'. In all of these cases, Air Force ratings were no longer significantly (statistically) superior to Army, 'Other DOD', or IIS ratings.

Although ratings (between the groups) leveled out for several items in FY17, the critical 'Overall Satisfaction' item was an exception. Air Force and Army stakeholders continued to be significantly more satisfied than 'Other DOD'.

## **Work Categories**

Ratings by work category revealed a consistent pattern of significant differences for all services examined. The prevailing constant is that Construction stakeholders continue to be less satisfied than Environmental, Real Estate and 'Other' stakeholders. Construction stakeholders accounted for 46% of all respondents, while Environmental, Real Estate and 'Other' accounted for the remaining 54%. Although Construction stakeholders remain less satisfied, the size of the gap between group scores has narrowed over time.

In FY17, mean scores for Environmental, Real Estate, and 'Other' stakeholders ranged from low Green (4.03) to high Green (4.71) for all service areas. Construction mean scores ranged from high Amber (3.86) to midrange Green (4.44). Construction scores were Amber for four areas: 'Timely Services', 'Reasonable Costs', 'Cost Estimating' and 'Change Management (Mods etc.)'. Construction mean scores for all other service areas were Green (4.03 to 4.37).

## **Trends**

### Air Force

Air Force ratings remained stable at a high level near a mean score of 4.40 for most service areas. The three highest mean scores were for 'Energy Conservation (LEED..)' at 4.57, 'Treats You as a Team Member' at 4.56 and 'Seeks Your Requirements' at 4.54. The low mean score among Air Force respondents was 'Timely Construction' at 4.04, which remains between high Amber (3.91) and low Green (4.22) for the entire ten-year trend cycle. 'Overall Satisfaction' mean score was 4.37 (FY17), in line with the entire ten-year trend cycle.

### Army

Army stakeholders' ratings remain very stable around an overall mean score near 4.30 since FY08. In FY17, the four lowest mean scores include 'Timely Construction' (3.92), 'Reasonable Costs' (4.03), 'Real Estate' (4.10) and 'Timely Service' (4.11). In the early years of the survey many services rated as Amber, however all services (except 'Timely Construction') have been Green since FY08. Over the past ten years, ratings for 'Timely Construction' have ranged from a low of 3.81 (FY15) to a high of 4.16 (FY09), settling at 3.92 for FY17. Satisfaction among Army stakeholders has made great strides over the years (in part due to Army ratings initially being lowest of the stakeholder groups).

### 'Other DOD'

Trends in 'Other DOD' stakeholder ratings are prone to more variability than Air Force or Army and can be difficult to characterize. Composition of this stakeholder base can change substantially from year to year. That said, this year is pretty much in line with last year. Navy,

Marine Corps and DLA account for 66% of the 'Other DOD' subgroup, compared with 67% last year.

Generally, ratings from 'Other DOD' respondents rose over the period FY07-11. However in FY12 ratings began a slow descent, and have since stabilized at these slightly lower levels. A few of the services that were consistently Green are now low Green or high Amber. They include: 'Timely Construction', 'Timely Services', 'Reasonable Costs' and 'Cost Estimating'. 'Timely Construction' has been Amber for the past four years (FY14-17) falling from a high of 4.25 in FY11 to 3.89 in FY17.

## IIS

Last year it was reported that IIS ratings stabilized from FY10 through FY16 attaining a mean score of around 4.40. It is also true that mean ratings were up last year (FY16) for 26 of the 32 service areas. With so many service areas reflecting increases last year, it would not be unexpected to see decreases this year (FY17). With that in mind, it is surprising that mean ratings among IIS respondents were down for almost all of the service areas this year (FY17).

Ratings did not drop dramatically. That said, there was no apparent reason to explain why respondents lowered ratings for so many service areas. Construction respondents traditionally assign lower ratings, but the composition of IIS respondents was largely unchanged from last year. To illustrate, Construction accounted for 49% of respondents this year (FY17) compared to 51% last year (FY16).

Despite lower mean ratings this year for almost all service areas, 'Overall Satisfaction' remained Green (4.24) as it has been for the entire trend cycle (FY08-17). 'Would be Your Future Choice' also rated low Green (4.18). In fact, all service areas were rated Green except 'Timely Construction' (3.77) and 'Reasonable Cost' (3.93).

## **General Remarks**

USACE Military Program Directorate's stakeholders are well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. The lowest mean score for 'Overall Satisfaction' for the previous ten years is low Green (4.35) and the highest mean score is high Green (4.56). 'Timely Construction' is the most problematic source of stakeholder dissatisfaction. The lowest mean score for 'Timely Construction' for the previous ten years is high Amber (3.91) and the highest mean score is low Green (4.22).

## **§1. INTRODUCTION**

### **§1.1 BACKGROUND**

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

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

In April 2012, the Obama administration issued Executive Order 13571 (Streamlining Service Delivery and Improving Customer Service) again requiring government agencies to establish mechanisms to solicit customer feedback on Government services and using such feedback to make service improvements.

The Headquarters of the US Army Corps of Engineers (HQUSACE) is the coordinating office for the Corps' survey and has appointed Mobile District to perform the management, statistical analysis and reporting of results of the survey. A memorandum from the Military Programs Directorate (CEMP) to all Major Subordinate Commands (MSCs) contained instructions for administration of the FY17 Military Programs Stakeholder Survey. Corps Districts were to complete administration of their stakeholder survey by 15 November 2017.

All districts serving military or International and Interagency Support (IIS) agencies during FY17 were instructed to execute the survey. The survey is administered at the district level. Districts were again instructed to exclude EPA Superfund and non-Federal IIS stakeholders. These stakeholder groups are included in separate HQUSACE surveys. Districts were required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform stakeholders of the purpose and process of the survey. Districts and MSCs are responsible for integrating the survey process into ongoing management activities involving their stakeholders. Individual components were encouraged to perform their own analyses and take action as necessary in response to stakeholder feedback.

## **§1.2. SURVEY METHODOLOGY**

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

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

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

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

## **§2. RESULTS OF FY17 SURVEY**

### **§2.1 STAKEHOLDER DEMOGRAPHICS**

The total FY17 stakeholder base consisted of 1,830 individuals, down 2.5% from the FY16 stakeholder base of 1,878 individuals. A total of 738 stakeholders participated in the FY17 survey. The Corps-wide response rate was 40%. This corresponds to an estimated sampling error of 2.42%. The Corps-wide response rate (40%) was virtually unchanged in FY17 from FY16. Response rates varied greatly among districts, but were centered about the median. Of the 31 participating districts, the median response rate was 41%. Response rates for smaller districts (population  $\leq 50$ ) averaged 44% with a median 46% and ranged from 19% to 100%. The average response rate for larger districts was 39% with a median 38% and ranged from 22% to 52%.

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

USACE stakeholders may be categorized by major stakeholder groups: Air Force, Army, 'Other DOD' agencies and IIS stakeholders. Army stakeholders comprise the largest proportion of the FY17 sample at 42.8% followed by Air Force (26.4%), 'Other DOD' (18.4%) and IIS (12.3%).

Stakeholders were asked to identify their DOD command. Air Force stakeholders could select from: ACC, AETC, AFCEC, AFMC, AMC, PACAF, AFSPC, AF Reserves, Joint/Combat Command and 'AF-Other'. The greatest number of Air Force stakeholders fall under AFCEC (59 stakeholders). Air Force respondents also included 30 AFMC stakeholders and 21 AETC stakeholders. The number of AETC stakeholders has stabilized at about half the number participating as recently as FY13. The commands specified by the Air Force stakeholders who selected 'AF-Other' included: AFGSC (Global Strike Command), AFSCP (Space Command), Air National Guard and USAF-Europe. Army stakeholders could select from the four IMCOM organizations based on geographic locations plus: Army AMC, Army Reserves, National Guard, MEDCOM, USAREC, HQDA and 'Army-Other'. The greatest number of Army stakeholders work under IMCOM Atlantic and IMCOM Central at 48 and 35 stakeholders, respectively. There were also 34 stakeholders from Army AMC (Army Materiel Command). Many of the FY17 Army stakeholders fell into the 'Army-Other' category. The commands specified by these respondents included: AEC, ATEC, INSCOM and USACE among others. The number of Joint/Combat Command stakeholders dropped from 37 (FY16) to 31 (FY17). As recently as four years ago (FY13), Joint/Combat Command stakeholders numbered 132. For the current reporting year, they included SOUTHCOM (4), SOCOM (10), CENTCOM (2) and a few others. 'Other DOD' stakeholders include: Navy (39 stakeholders), DLA (27), Marine Corps (19), DODEA (7) and MDA (5). It also includes a number of DOD support agencies. IIS stakeholders include organizations such as: DHS, DOE, VA, EPA, NASA, CBP, Coast Guard, etc. The largest proportion of IIS stakeholders is comprised of 18 DOE respondents.

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

**Table 1: USACE Stakeholder Groups**

<u>Group</u>	<u>Count</u>	<u>Percent</u>
Air Force	195	26.4
Army	316	42.8
DOD Other	136	18.4
IIS	91	12.3
Total	738	100.0

## CEMP Stakeholder Groups FY17

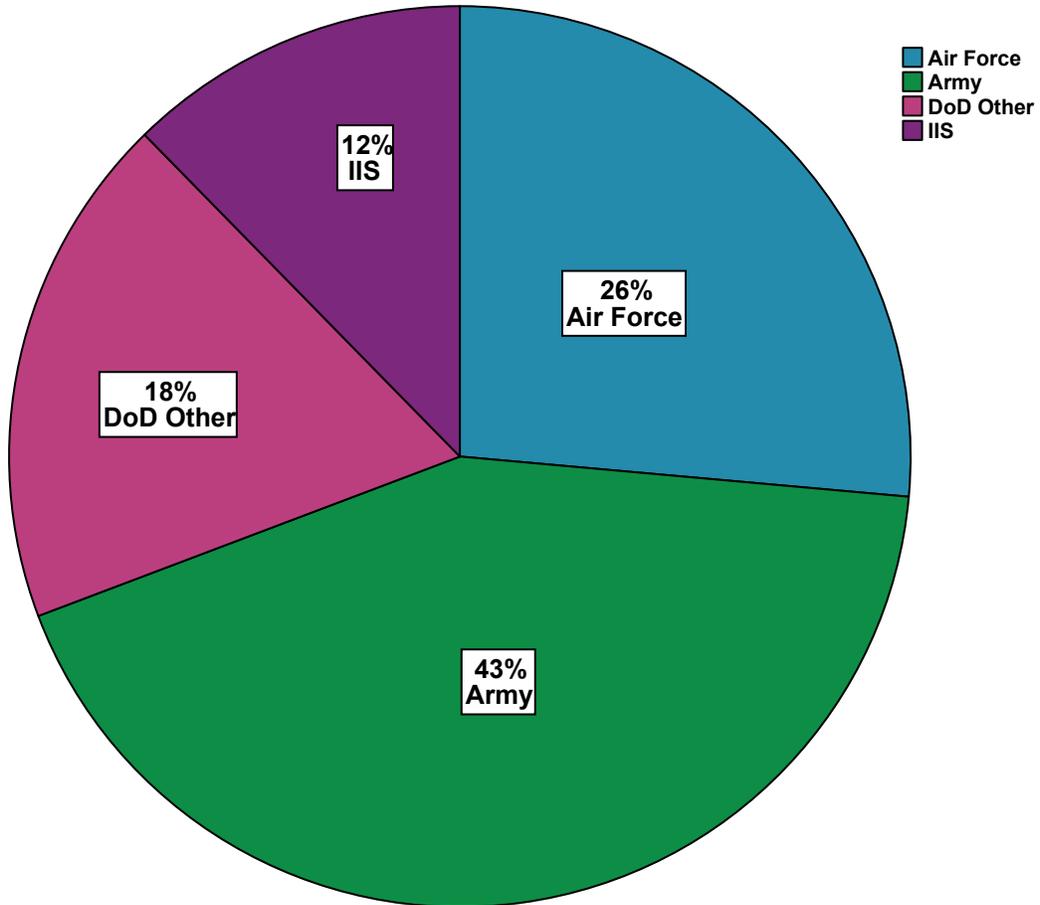


Figure 1: CEMP Stakeholder Groups

## Air Force Commands FY17

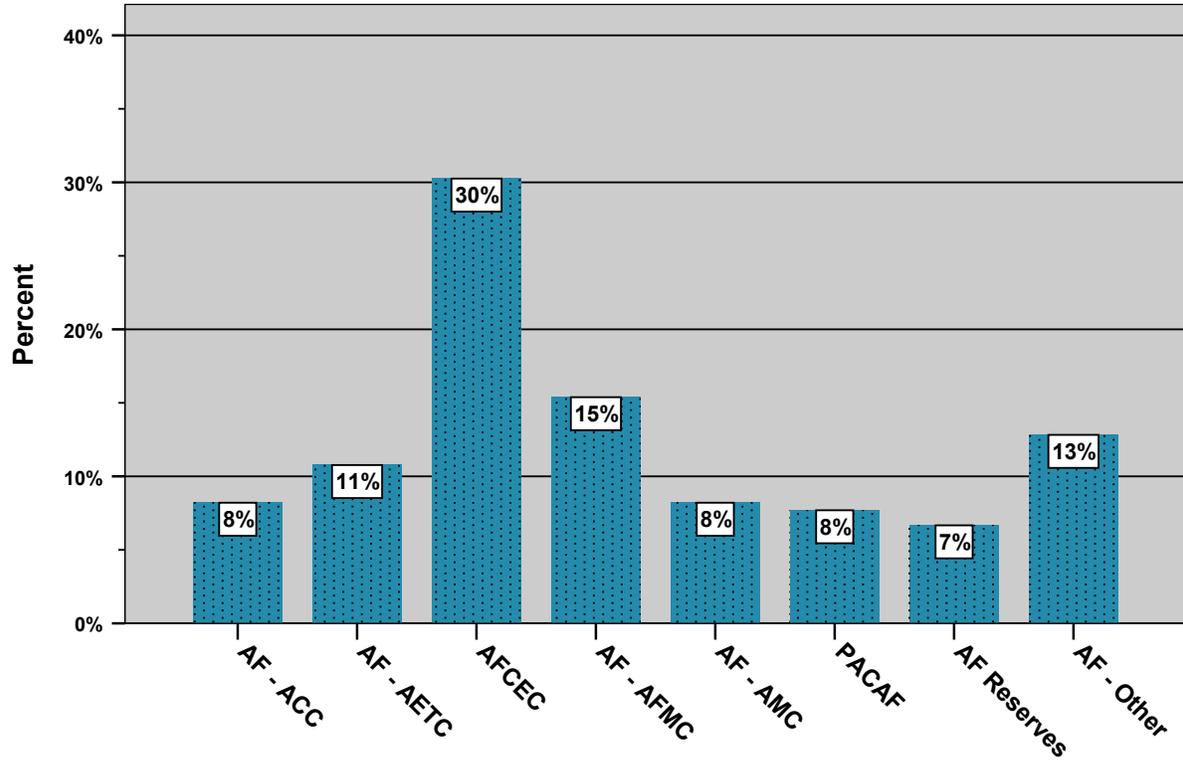


Figure 2: Air Force Commands

### Army Commands FY17

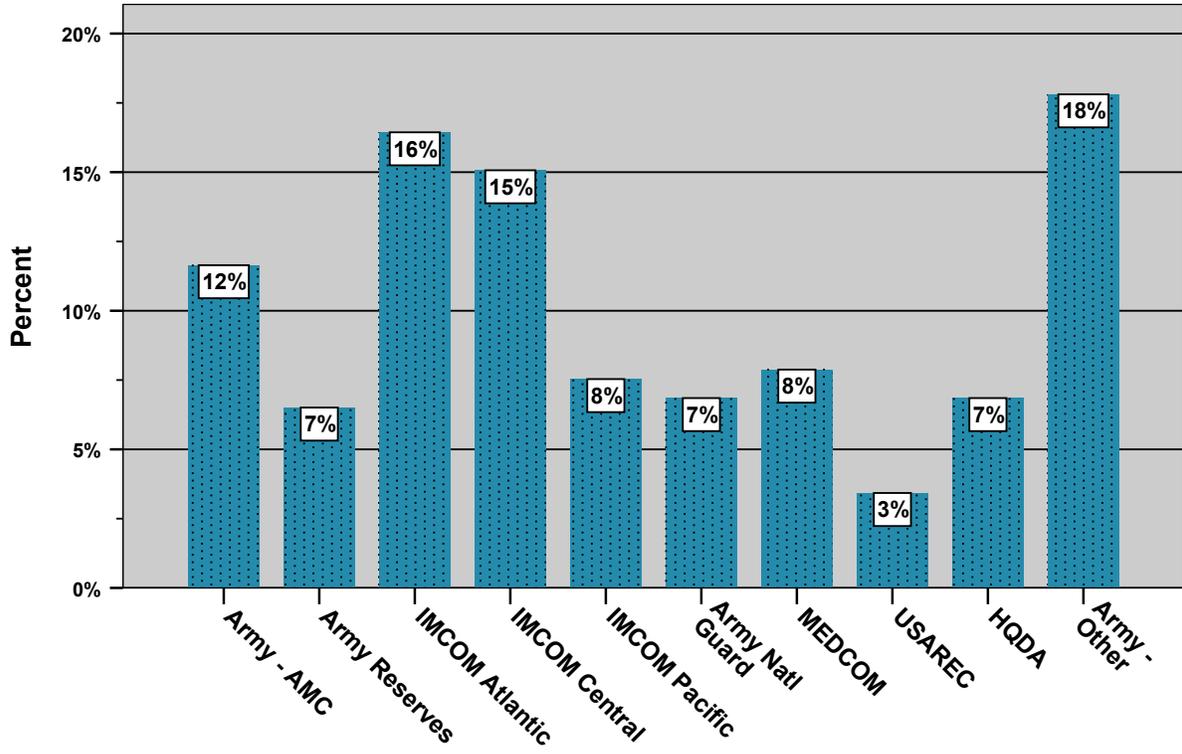


Figure 3: Army Commands

### Joint/Combat Commands FY17

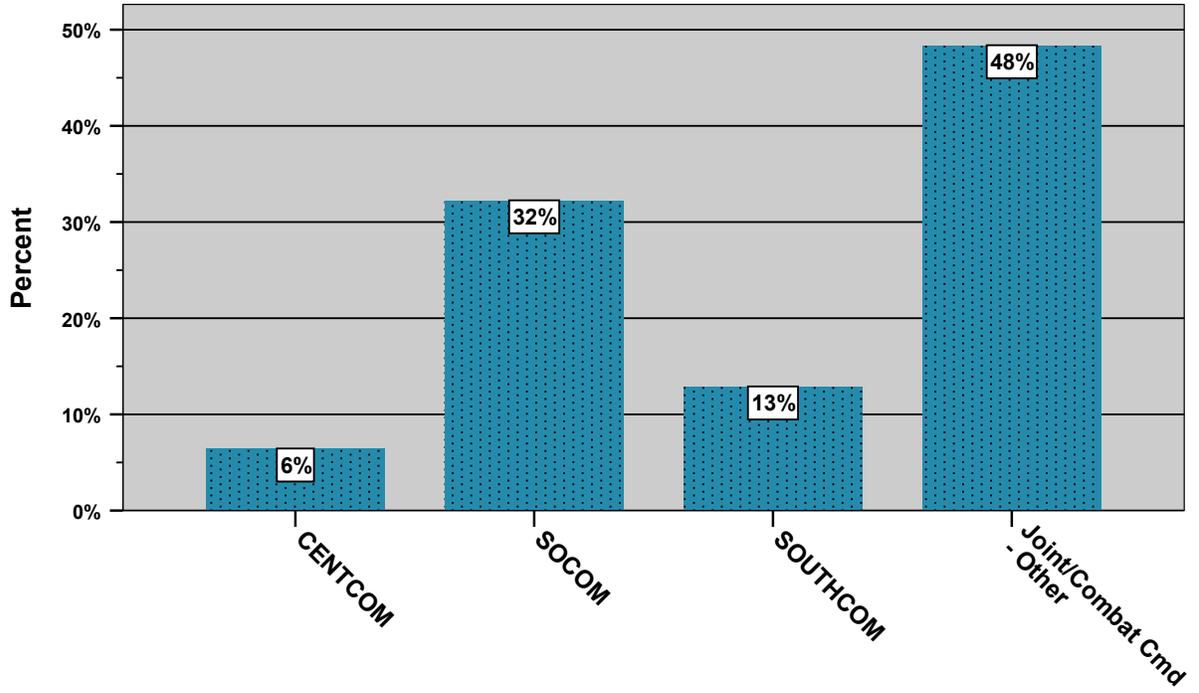


Figure 4: Joint/Combat Commands

## DOD Other Commands FY17

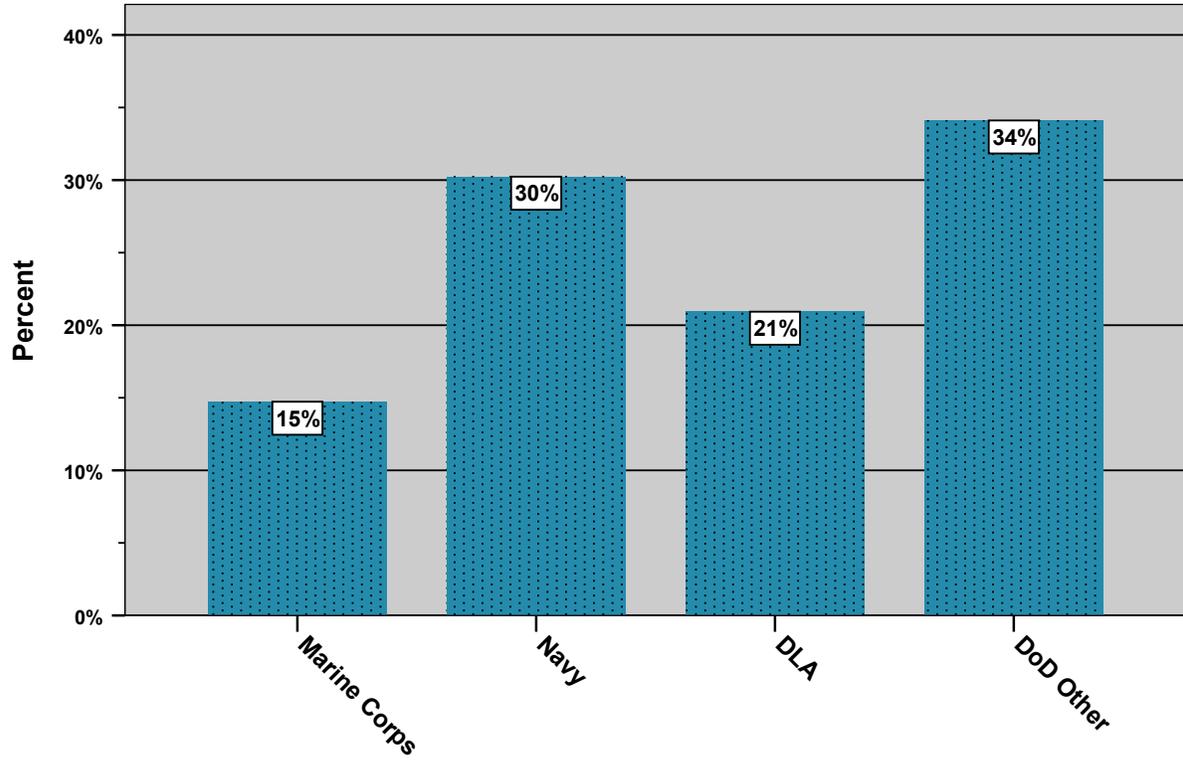


Figure 5: 'DOD Other' Commands

**Table 2: DOD Commands**

<u>DOD Command</u>	<u>Count</u>	<u>Percent</u>
SOCOM	10	1.4
SOUTHCOM	4	0.5
Joint/Combat Cmd - Other	15	2.0
CENTCOM	2	0.3
AF - ACC	16	2.2
AF - AETC	21	2.8
AFCEC	59	8.0
AF - AFMC	30	4.1
AF - AMC	16	2.2
PACAF	15	2.0
AF Reserves	13	1.8
AF - Other	25	3.4
Army - AMC	34	4.6
Army Reserves	19	2.6
IMCOM Atlantic	48	6.5
IMCOM Central	44	6.0
IMCOM Pacific	22	3.0
Army Natl Guard	20	2.7
MEDCOM	23	3.1
USAREC	10	1.4
HQDA	20	2.7
Army - Other	52	7.0
Marine Corps	19	2.6
Navy	39	5.3
DLA	27	3.7
DoD Other	44	6.0
IIS	91	12.3
Total	738	100.0

Stakeholders were asked to identify the primary category of service they received from the Corps district they evaluated. The largest proportion (46.2%) of CEMP stakeholders receives primarily Construction services; 24.5% Environmental services, 11.7% Real Estate, 6.6% O&M and 11.0% receive 'Other' areas of service. Stakeholders that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of stakeholders specified 'Design Services' and 'Contracting Services'. The complete list of 'Other' work categories is found in Appendix C Table C-5.

**Table 3: Primary Category of Work**

<u>Work Category</u>	<u>Count</u>	<u>Percent</u>
Construction	341	46.2
Environmental	181	24.5
O&M	49	6.6
Real Estate	86	11.7
Other	81	11.0
Total	738	100.0

### CEMP Stakeholders by Work Category FY17

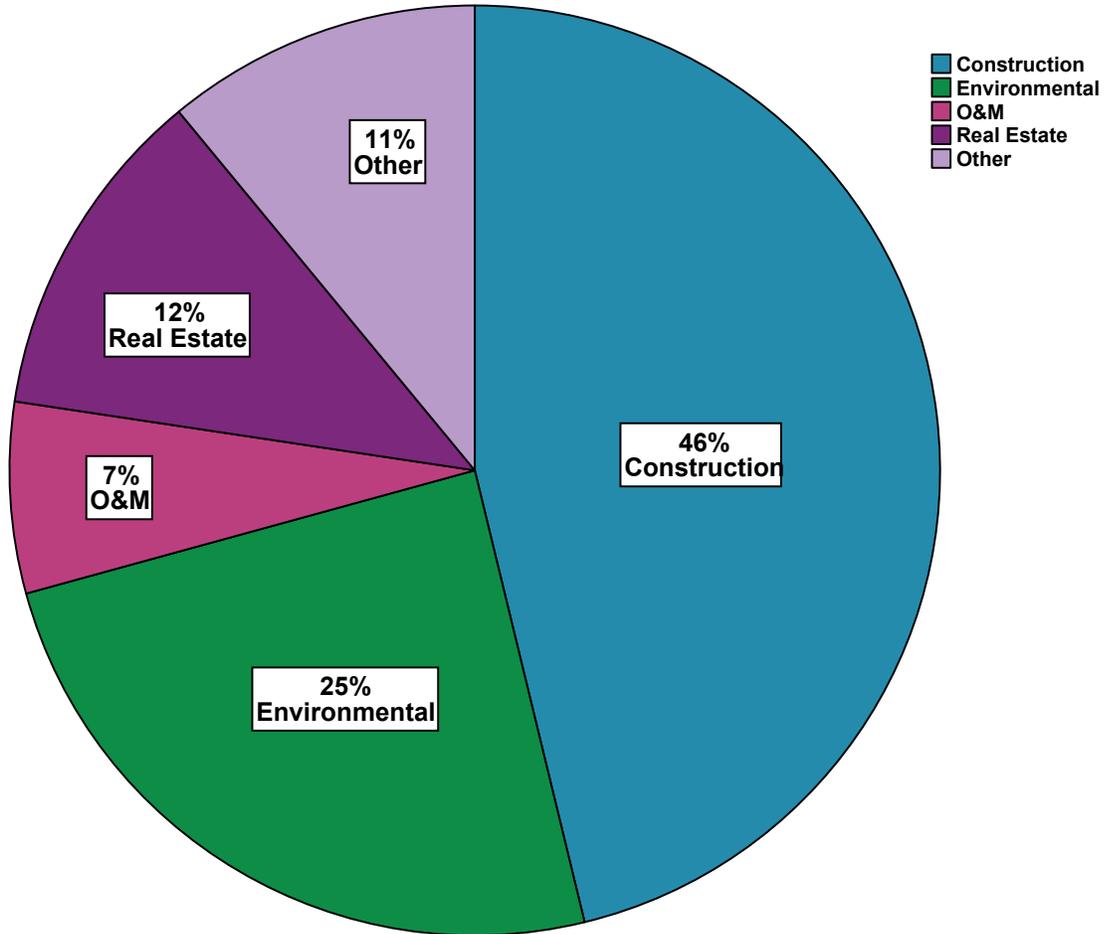


Figure 6: Primary Category of Work

The survey included all Military Districts. In addition, some Civil Works Districts provide services to a limited number of military and federal IIS stakeholders. Corps offices in the war theatre (Iraq & Afghanistan) underwent reorganization during FY10-11. The office in Iraq (Gulf Region District) is no longer active and the two districts in Afghanistan (Afghanistan North and Afghanistan South) have been combined into one Transatlantic Afghanistan District (TAA). However, due to the drawdown of the war effort TAA did not participate in the FY16 or FY17 surveys. Hence, Transatlantic Division includes only the Middle East District (TAM) located in Winchester, VA (formerly the Transatlantic District (TAC)).

The greatest proportion of responses was received from stakeholders served by South Atlantic Division at 19.6%. North Atlantic accounted for 18.2% of responses, while Northwestern and Southwestern Divisions accounted for 14.0% and 12.9% respectively. Mobile District led all districts with 11.8% of all responses received. Omaha and Fort Worth districts accounted for 6.8% and 6.5% of responses respectively.

**Table 4: Corps Divisions**

<u>Corps Division</u>	<u>Count</u>	<u>Percent</u>
Great Lakes & Ohio River	56	7.6
Mississippi Valley	20	2.7
North Atlantic	134	18.2
Northwestern	103	14.0
Pacific Ocean	73	9.9
South Atlantic	145	19.6
South Pacific	84	11.4
Southwestern	95	12.9
Transatlantic	28	3.8
Total	738	100.0

### Corps Divisions FY17

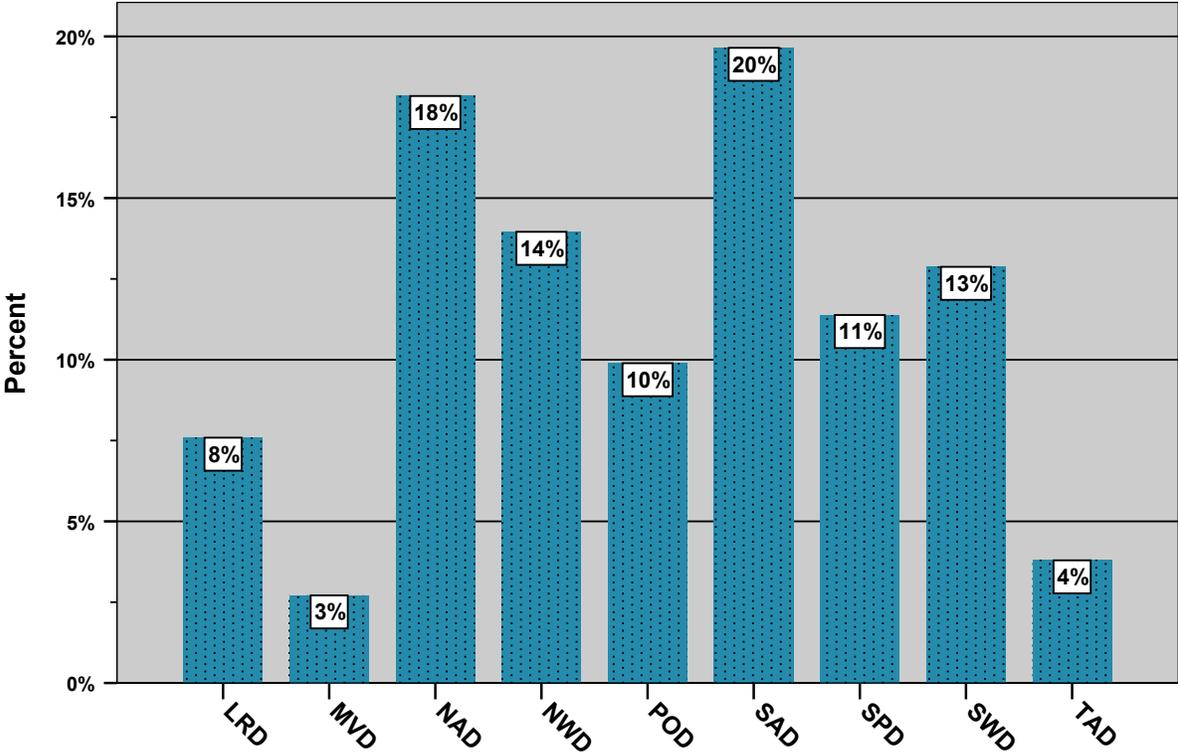


Figure 7: Stakeholders by Corps Division

**Table 5: Corps Districts**

<u>Corps District</u>	<u>Count</u>	<u>Percent</u>		<u>Corps District</u>	<u>Count</u>	<u>Percent</u>
Detroit	2	0.3		Far East	21	2.8
Huntington	6	0.8		Honolulu	10	1.4
Louisville	38	5.1		Japan	13	1.8
Nashville	10	1.4		Charleston	17	2.3
Rock Island	5	0.7		Jacksonville	9	1.2
St Louis	15	2.0		Mobile	87	11.8
Baltimore	40	5.4		Savannah	21	2.8
New England	13	1.8		Wilmington	11	1.5
New York	14	1.9		Albuquerque	7	0.9
Norfolk	13	1.8		Sacramento	35	4.7
Philadelphia	12	1.6		Los Angeles	42	5.7
Europe	42	5.7		Fort Worth	48	6.5
Kansas City	31	4.2		Little Rock	21	2.8
Omaha	50	6.8		Tulsa	26	3.5
Seattle	22	3.0		Middle East	28	3.8
Alaska	29	3.9		Total	738	100.0

## §2.2 GENERAL SATISFACTION ITEMS

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

**Table 6: General Satisfaction Items**

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	22	3.1	62	8.6	637	88.3	721	100.0
S2 Manages Effectively	55	7.6	74	10.2	594	82.2	723	100.0
S3 Treats You as Team Member	30	4.1	42	5.8	656	90.1	728	100.0
S4 Resolves Your Concerns	46	6.3	59	8.1	624	85.6	729	100.0
S5 Timely Service	71	9.8	100	13.7	557	76.5	728	100.0
S6 Quality Product	37	5.1	58	8.0	626	86.8	721	100.0
S7 Reasonable Cost	67	9.6	120	17.3	508	73.1	695	100.0
S8 Displays Flexibility	39	5.3	60	8.2	631	86.4	730	100.0
S9 Keeps You Informed	49	6.7	61	8.3	622	85.0	732	100.0
S10 Your Future Choice	55	7.7	69	9.7	590	82.6	714	100.0
S11 Overall Satisfaction	44	6.0	65	8.9	622	85.1	731	100.0

Green: Highest Rated

Red: Lowest Rated

Even though ‘Timely Service’ and ‘Reasonable Cost’ are illustrated as Red in Table 6, the mean scores for these items were 4.10 (Green) and 4.07 (Green) respectively. In fact, mean scores for all eleven general satisfaction scores were ‘Green’<sup>3</sup>. The lowest mean score was 4.07 for ‘Reasonable Cost’, the highest was 4.52 for ‘Treats You as a Team Member’. The majority of responses (84%) were positive for the general performance questions, although individual

<sup>2</sup> If stakeholders select NA or fail to rate an item, the number of valid responses will be less than 738.

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

items varied. The three most highly rated general items were 'Treats You as a Team Member' (90% positive), 'Seeks Your Requirements' (88% positive), and 'Quality Product' (87% positive). The lowest proportion of positive responses (73%) was from 'Reasonable Cost'. The items that yielded the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Cost', at 9.8% and 9.6% low ratings respectively. By comparison, 'Treats You as a Team Member' was rated low by only 4.1% of survey respondents.

Very likely the two most critical items in the survey are Item 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Satisfaction'. A substantial majority of 82.6% of stakeholders indicated the Corps would be their choice in the future; 7.7% responded USACE would not be their choice for future projects. Regarding stakeholders' overall level of satisfaction, 83.8% of all responses were positive and 6.5% were negative. The remaining 9.7% were noncommittal. The noncommittal stakeholders may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps.

Detailed responses to ratings indicators (before collapsing categories) are displayed in Table B-1 of Appendix B so extreme responses can be identified ('Very Low' or 'Very High').

### §2.3 SPECIFIC SERVICES ITEMS

Items 12 through 32 of the Military Stakeholder Survey solicit stakeholders' opinions concerning twenty-one specific services and products. Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' As before, response categories '1' ('Very Low') and '2' ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. And categories '4' ('High') and '5' ('Very High') will be collapsed and designated 'High', representing positive responses. The following table depicts the responses to the specific services stakeholder satisfaction indicators.

**Table 7: Specific Services Items**

Specific Services Item	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master ..)	13	3.1	53	12.6	355	84.3	421	100.0
S13 Investigations/Inspections (Non-Env)	12	4.0	26	8.6	265	87.5	303	100.0
S14 Environmental Studies	8	2.4	19	5.8	300	91.7	327	100.0
S15 Environmental Compliance	7	2.2	23	7.2	291	90.7	321	100.0
S16 Real Estate	18	6.8	41	15.6	204	77.6	263	100.0
S17 Project Management	38	5.9	55	8.6	550	85.5	643	100.0
S18 On-site Project Mgmt	30	6.1	56	11.5	403	82.4	489	100.0
S19 Project Documents (1354, 1391..)	23	5.0	57	12.3	383	82.7	463	100.0
S20 Funds Management	28	4.7	69	11.7	493	83.6	590	100.0
S21 Cost Estimating	38	6.4	110	18.6	442	74.9	590	100.0
S22 Change Mgmt (Mods etc)	39	6.8	70	12.2	467	81.1	576	100.0
S23 Contracting Services	29	4.8	76	12.7	493	82.4	598	100.0
S24 A/E Services	23	5.4	41	9.6	365	85.1	429	100.0
S25 Engineering Design Quality	19	4.6	48	11.7	342	83.6	409	100.0
S26 Construction Quality	12	3.0	48	12.0	340	85.0	400	100.0
S27 Timely Construction	44	10.6	91	22.0	279	67.4	414	100.0
S28 Construction Turnover	22	6.5	54	16.1	260	77.4	336	100.0
S29 Warranty Support	14	4.3	51	15.8	257	79.8	322	100.0
S30 End-user Satisfaction	11	2.7	47	11.4	355	86.0	413	100.0
S31 Maintainability	10	3.0	61	18.3	263	78.7	334	100.0
S32 Energy Conserv (LEED..)	6	1.6	49	13.2	315	85.1	370	100.0

Green: Highest Rated

Red: Lowest Rated

A large number of stakeholders left one or more items blank in this section. The overall percentage of non-response was 41.9% of the sample (compared to only 2.0% non-response for items 1-11). The proportion of non-responses ranged from as low as 12.9% on Item 17: 'Project Management' to a high of 64.4% on Item 16: 'Real Estate'.

Specific services item means ranged from a low of 3.93 for 'Timely Construction' to a high of 4.51 for 'Environmental Compliance'. The proportion of positive ratings for the specific services items ranged from 67.4% to 91.7%. The most highly rated specific services were 'Environmental Studies' and 'Environmental Compliance' at 91.7% and 90.7% high ratings respectively. Next highest was 'Investigations/Inspections (Non-Env)' at 87.5% positive.

The specific service that received the largest proportion of low ratings was 'Timely Construction' at 10.6% low ratings. Although 'Timely Construction' had the largest proportion of low ratings (10.6%), this was a big improvement over last year's proportion (14.6%). 'Timely Construction' has always been a hot-button issue with stakeholders, and the proportion of negative responses has proven significantly lower than in the early years of the survey. The next lowest proportions of low ratings were 'Change Mgmt (Mods etc)' and 'Real Estate', both at 6.8% low ratings.

Detailed responses to these twenty-one indicators (before collapsing categories) are displayed in Table B-2 of Appendix B so extreme responses can be identified (Very Low or Very High).

The next table displays mean ratings for all thirty-two survey items and the composite index score. The index score is a simple average of the ratings of all the individual survey items. The composite index is not an average of the mean ratings. The FY17 composite index of 4.30 represents a 1.4% decrease from 4.36 in FY16. The number of valid and missing responses to each item is also displayed along with the mean rating for each survey item.

**Table 8: Mean Ratings for Items & Index Score**

Item	Mean	N	
		Valid	Missing
S1 Seeks Your Requirements	4.46	721	17
S2 Manages Effectively	4.24	723	15
S3 Treats You as Team Member	4.52	728	10
S4 Resolves Your Concerns	4.35	729	9
S5 Timely Service	4.10	728	10
S6 Quality Product	4.36	721	17
S7 Reasonable Cost	4.07	695	43
S8 Displays Flexibility	4.40	730	8
S9 Keeps You Informed	4.35	732	6
S10 Your Future Choice	4.29	714	24
S11 Overall Satisfaction	4.31	731	7
S12 Planning (Charettes, Master ..)	4.34	421	317
S13 Investigations/Inspections (Non-Env)	4.37	303	435
S14 Environmental Studies	4.50	327	411
S15 Environmental Compliance	4.51	321	417
S16 Real Estate	4.18	263	475
S17 Project Management	4.35	643	95
S18 On-site Project Mgmt	4.31	489	249
S19 Project Documents (1354, 1391..)	4.25	463	275
S20 Funds Management	4.29	590	148
S21 Cost Estimating	4.12	590	148
S22 Change Mgmt (Mods etc)	4.22	576	162
S23 Contracting Services	4.29	598	140
S24 A/E Services	4.32	429	309
S25 Engineering Design Quality	4.24	409	329
S26 Construction Quality	4.32	400	338
S27 Timely Construction	3.93	414	324
S28 Construction Turnover	4.13	336	402
S29 Warranty Support	4.23	322	416
S30 End-user Satisfaction	4.33	413	325
S31 Maintainability	4.19	334	404
S32 Energy Conserv (LEED..)	4.38	370	368
Index Score	4.30	738	0

## **§2.4 STAKEHOLDER COMMENTS**

The survey instrument includes a blank ‘explanation’ field next to each of the thirty-two service items and a text box at the end of the survey for general comments. The comments are voluntary and allow the respondent to offer an individual viewpoint. A comment could be a complaint, a compliment, a suggestion, or simply informational. Respondents were specifically asked to explain low ratings (below 3). All comments should be reviewed carefully by the districts. When survey participants take the time to write comments, they typically feel strongly about the issue they are addressing. A comment may represent the viewpoint of several additional stakeholders who feel the same way, but simply don’t take the time to share their concerns individually.

A detailed analysis of all comments was performed. Service item comments and general comments were identified as either positive, negative, or ‘mixed’ in nature. Comments were then parsed using specific keywords to identify the service item that most closely represented the comment. Comments that did not necessarily represent one of the service items were identified as ‘additional comments’. A typical ‘additional comment’ is a comment relating to individuals/staff that the stakeholder worked closely with.

Among all survey respondents, 452 (61% of 738 stakeholders) submitted general comments (under ‘Overall Comments/Suggestion’). Of these 452 stakeholders, 276 (61%) made overall favorable comments, 72 (16%) made negative comments and 83 (18%) stakeholders’ comments contained mixed information (positive and negative statements). The remaining 21 (5%) stakeholders provided informational (neutral) comments. Some stakeholders commented on more than one subject, so it follows that total comments will exceed total respondents. The most frequent positive comments concerned ‘Compliments to individuals/staff’ (98% of the 337 stakeholder comments on staff were positive). No general subject received as many comments as ‘Individuals/staff’. Compliments to Corps staff reflect strong stakeholder loyalty. A related subject, ‘Responsiveness of district staff’ received 91 total comments (67% positive). And ‘Professionalism’ received 88% positive comments (45 of 51 comments).

Positive comments outnumbered negative for ‘Customer service/support’ at 55% positive and 45% negative (for 110 total comments). ‘Communication’ had more negative comments than positive (175 total comments, 45% positive and 55% negative). The most frequent negative comments addressed a lack of ‘Timeliness’ (158 of 193 comments were negative) as well as concerns with ‘Cost’ (90% negative). ‘Meeting Schedule’ was also problematic with 91 negative comments out of 112. This is related to a perceived understaffing affecting project performance. Note that the total number of comments exceeds 452 as most stakeholders mentioned more than one issue.

Table 9 tabulates comments that identified one of the thirty-two service areas.

**Table 9: Service Item Comments**

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1 Seeks Your Requirements	42	34	76
S2 Manages Effectively	32	78	110
S3 Treats You as a Team Member	43	33	76
S4 Resolves Your Concerns	35	53	88
S5 Timely Service	31	100	131
S6 Quality Product	29	49	78
S7 Reasonable Cost	21	85	106
S8 Displays Flexibility	37	36	73
S9 Keeps You Informed	45	56	101
S10 Your Choice for Future Work	32	52	84
S11 Overall Satisfaction	27	32	59
S12 Planning (Charrettes, Master..)	22	21	43
S13 Investigations/Inspections	15	17	32
S14 Environmental Studies	9	10	19
S15 Environmental Compliance	11	9	20
S16 Real Estate	14	26	40
S17 Project Management	40	48	88
S18 On-Site Project Mgmt.	49	52	101
S19 Project Documents (1391s, 1354s..)	23	39	62
S20 Funds Management	26	37	63
S21 Cost Estimating	12	66	78
S22 Change Mgmt. (Mods etc.)	18	56	74
S23 Contracting Services	17	46	63
S24 AE Services	19	25	44
S25 Engineering Design	15	31	46
S26 Construction Quality	15	20	35
S27 Timely Construction	13	69	82
S28 Construction Turnover	8	28	36
S29 Warranty Support	11	20	31
S30 End-user Satisfaction	12	22	34
S31 Maintainability of Construction	7	30	37
S32 Leed's	10	15	25
Totals	740	1295	2035

Table 10 illustrates additional comments not necessarily related to a specific service item.

**Table 10: Additional Comments**

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
1354S	6	27	33
1391S	4	3	7
Accountability - AE	0	11	11
AE/District Capacity	10	20	30
As-builts	0	7	7
Charrettes	3	1	4
Communication	79	96	175
Construction Support	10	8	18
Contracting services	28	45	73
Contractor Accountability	1	20	21
Control/Oversight of AE	4	21	25
Coordination	11	12	23
Cost	10	90	100
Cost Estimates	12	57	69
Cultural Resources	1	1	2
Customer Focus	2	13	15
Customer Service/Support	60	50	110
Deliverables	4	12	16
Design Review/services	15	43	58
DREDGING	1	0	1
Ecosystem Restoration	3	0	3
Environmental Services	26	10	36
Financial Info/Reporting	9	22	31
HVAC	0	12	12
Improvement in Service	27	1	28
Lessons Learned	8	1	9
Maintenance Issues	0	15	15
Meet/Maintaining Budget	8	14	22
Meeting/Managing Schedule	21	91	112
Meets Customer Requirements	1	6	7
Mods	6	62	68
O&M Services	1	5	6
Partnership	7	0	7

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Pro-Active	11	8	19
Professionalism	45	6	51
Project Closeout	2	11	13
Project Management	74	54	128
Punchlist	1	5	6
QA/QC	9	37	46
Reachback Support	0	3	3
Real Estate	20	6	26
Relationship	14	0	14
Responsiveness	61	30	91
Review/Design Process	1	13	14
Safety	1	1	2
SEC 219	1	0	1
Small project work	2	13	15
Staff Turnover/ Overloaded/ Project Understaffed	1	97	98
Staff/Individuals	329	8	337
Status Reports	1	0	1
Task Orders	1	1	2
Teamwork	7	0	7
Technical Knowledge / Expertise	35	9	44
Timeliness	35	158	193
Upper Mgmt/HQ Support	1	4	5
USACE Process	0	33	33
Warranty Issues	7	16	23
Total	1037	1289	2326

### **§3.0 Comparisons of Ratings by Stakeholder Subgroups**

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

#### **§3.1 Ratings by Stakeholder Group**

The first analysis compares stakeholder satisfaction ratings for Air Force, Army, Other DOD, and IIS stakeholders. Ratings for all satisfaction indicators were examined. Prior to FY12 ratings by stakeholder group were very homogeneous. For example, there were only one or two service areas that differed significantly. This implies no detectable differences (among subgroups) in delivery of services. In the five years (FY12-FY16) prior to this survey, ratings between subgroups have differed for many areas of services. And in almost every case, AF stakeholders were significantly more satisfied than Army and IIS stakeholders. Air Force stakeholders have been the most satisfied stakeholder group for many years. The explanation for these findings is that Air Force ratings have actually gone up slightly while Army ratings have gone down slightly and IIS and 'Other DOD' stakeholder ratings have fallen even more than Army. Recall 'Other DOD' includes primarily Navy, Marine Corps and DLA stakeholders.

There were noteworthy changes in FY17 survey results. The analysis comparing Air Force, Army, Other DOD, and IIS stakeholder ratings found only four services (compared to nine in FY16 and nineteen in FY15) in which stakeholders differed in their satisfaction levels. The change is a result of less difference between stakeholder groups for 'Treats You as Team Member', 'Manages Effectively', 'Timely Service', 'Quality Product', 'Displays Flexibility', and 'Your Choice for Future Work'. In all of these cases, Air Force ratings were no longer significantly (statistically) superior to Army, 'Other DOD', or IIS ratings.

Although ratings (between the groups) leveled out for several items in FY17, the critical 'Overall Satisfaction' item was an exception. Air Force and Army stakeholders continued to be significantly more satisfied than 'Other DOD'.

For all four subgroups, mean scores were rated 'Green' ( $\geq 4.00$ ) for nearly all thirty-two service areas. The notable exception was 'Timely Construction' where mean scores for Army (3.92), 'Other DOD' (3.89) and IIS (3.77) were Amber, and Air Force (4.04) was Green. Also, 'Other DOD' mean scores were Amber in the areas of 'Timely Service', 'Cost Estimating' and 'Construction Turnover'. A detailed table presenting all Air Force, Army, Other DOD and IIS item mean scores and sample sizes is located in Appendix Table B-3.

Statistically significant differences between subgroups are shown in Table 11.

**Table 11: Ratings by Stakeholder Group**

<u>Item</u>	<u>Statistically Significant Differences</u>
S11 Overall Satisfaction	AF & Army > Other DOD
S20 Funds Management	AF & Army > Other DOD & IIS
S23 Contracting Services	AF > Army, Other DOD & IIS
	Army > Other DOD
S32 Energy Conserv (LEED..)	AF > Army & IIS

## Ratings by Stakeholder Group FY17

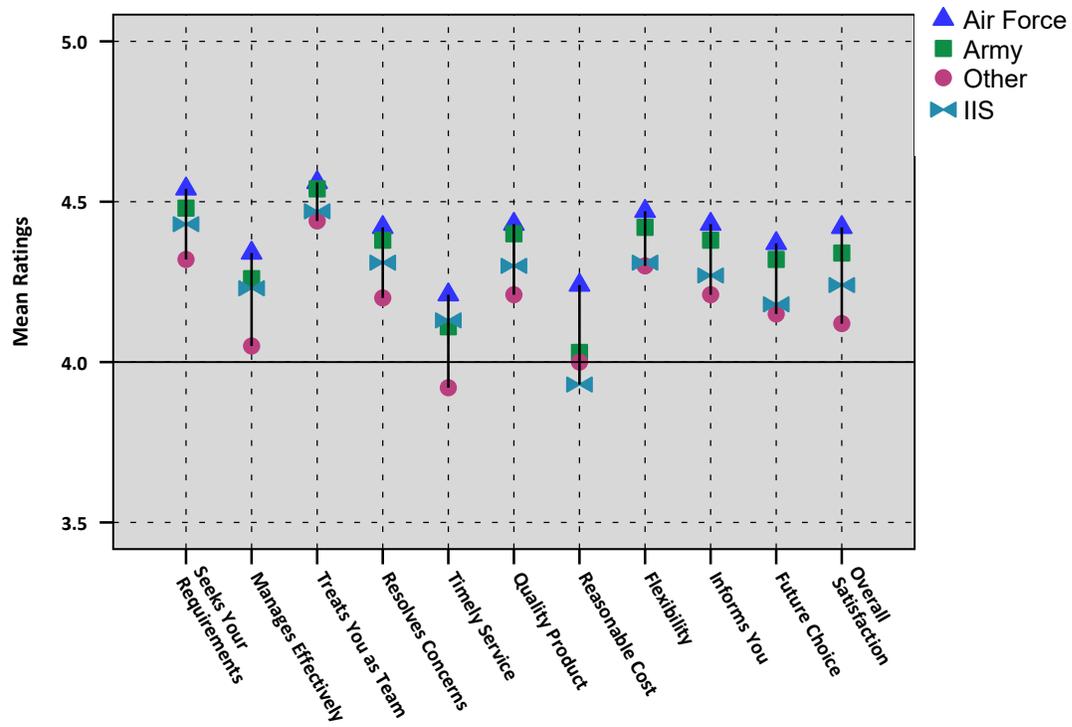


Figure 8: Ratings by Stakeholder Group

## Ratings by Stakeholder Group FY17

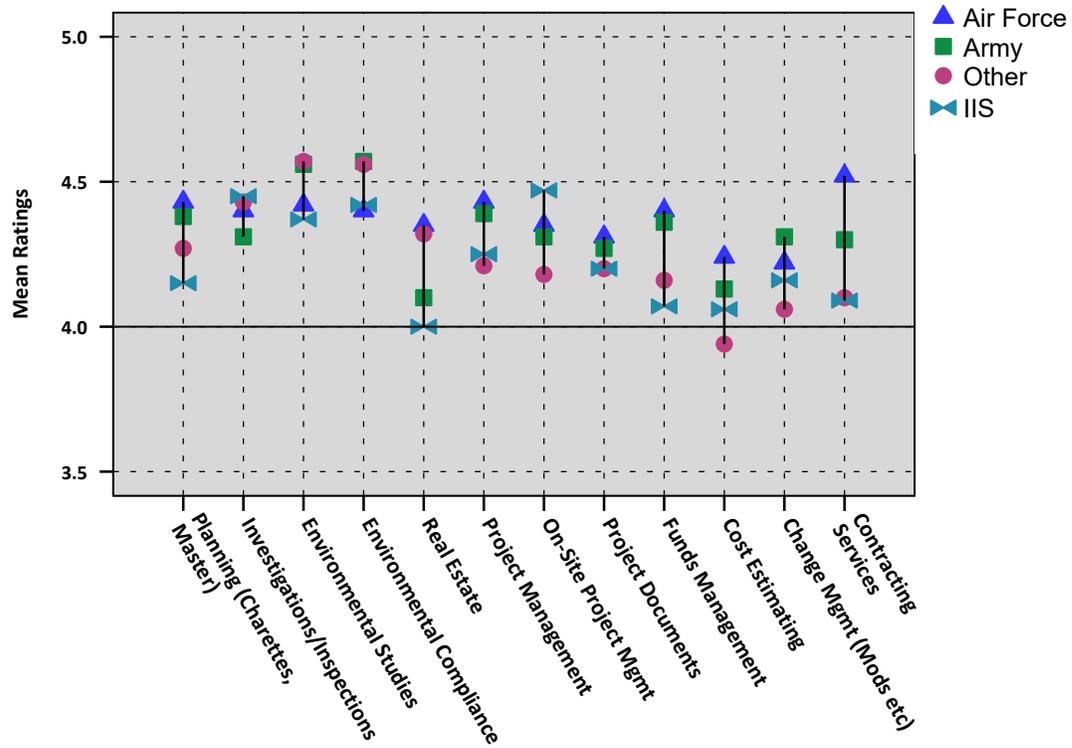


Figure 8 cont.'

### Ratings by Stakeholder Group FY17

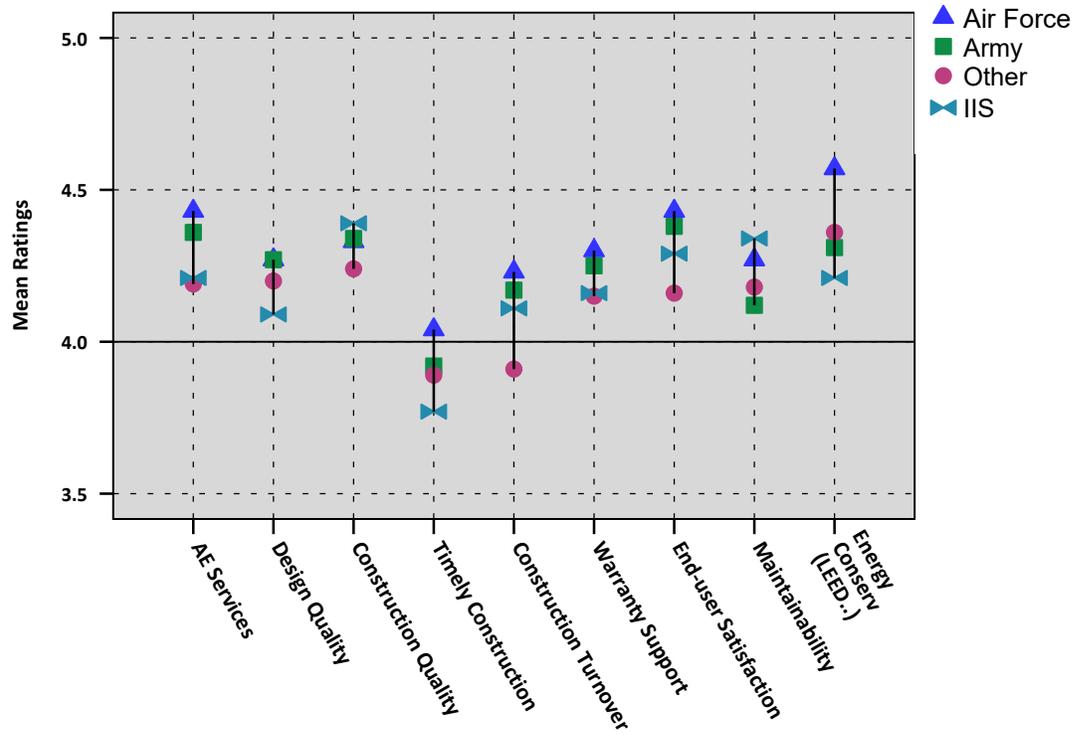


Figure 8 cont.'

### **§3.2 Ratings by Primary Category of Work**

Comparisons of ratings from Construction, Environmental, Real Estate and 'Other'<sup>4</sup> stakeholders were performed for selected satisfaction indicators. The service areas examined for these analyses include the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'.

In the majority of survey years, there has been a pattern of significant differences in ratings for all (18) survey items examined. The prevailing constant has been that Construction stakeholders are less satisfied than Environmental, Real Estate and 'Other' stakeholders. Although Construction stakeholders continue to be less satisfied in FY17, the size of the gap between subgroup scores has narrowed over time.

For FY17, mean scores were examined for each subgroup. The mean scores for Environmental, Real Estate, and 'Other' stakeholders ranged from low Green (4.03) to high Green (4.71) for all eighteen service areas. Construction mean scores were not as impressive, ranging from high Amber (3.86) to midrange Green (4.44). Even though Construction stakeholder ratings were consistently below Environmental ratings, only four of the service areas rated Amber: 'Timely Services' (3.89), 'Reasonable Costs' (3.86), 'Cost Estimating' (3.89) and 'Change Management (Mods etc.)' (3.98). All other Construction mean scores were low Green (4.03 to 4.37).

A detailed table presenting all Environmental, Real Estate, Construction and 'Other' item mean scores and sample sizes is located in Appendix Table B-4.

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<sup>4</sup> O&M & 'Other' stakeholders were combined into this subgroup.

**Table 12: Ratings by Category of Work**

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

### Ratings by Work Category FY17

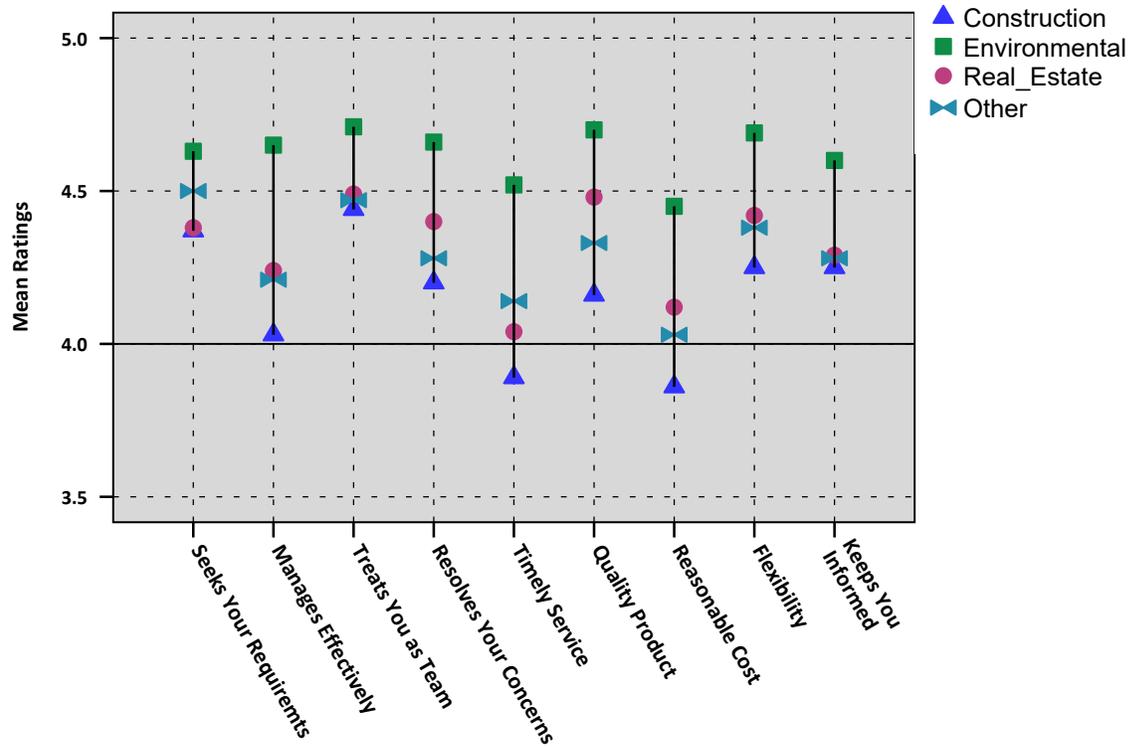


Figure 9: Ratings by Category of Work

### Ratings by Work Category FY17

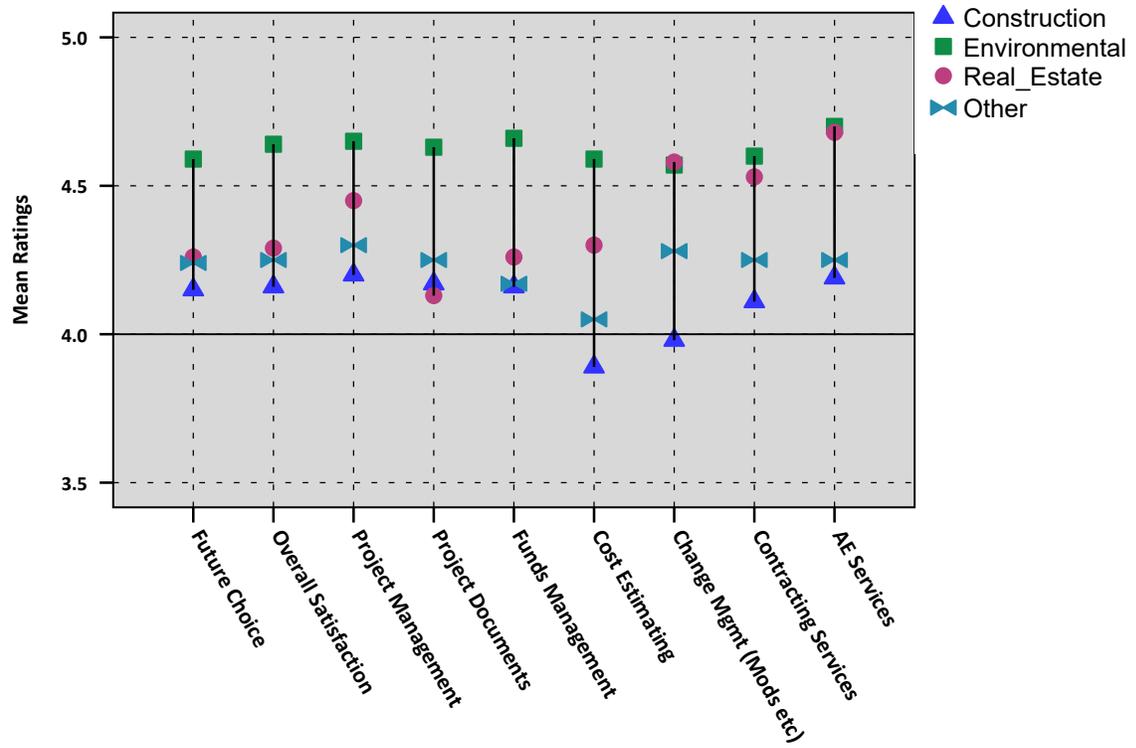


Figure 9 cont.'

### **§3.3 Ten-Year Trends by Stakeholder Group**

Having begun in FY95, the Corps Military Programs Stakeholder Satisfaction Survey is now in its 23<sup>rd</sup> year. This year’s trend analysis focuses on the most recent ten years of stakeholder assessment data. The analysis contrasts the trends in Air Force, Army, ‘Other DOD’ and IIS stakeholder ratings. The ‘Other DOD’ group represents responses from agencies such as Navy, DLA, Marine Corps, DISA, DODEA and MDA. It also includes some joint/combat commands and a number of DOD support agencies (see Appendix C, Table C4). This analysis summarizes up to 2,577 Air Force stakeholder responses; 4,271 Army, 1,745 ‘Other DOD’ and 1,293 IIS responses. The number of surveys received by each stakeholder group by year is displayed below. The numbers of actual valid responses vary by service item (not all items were rated by every respondent). The number of responses by division and district over the last ten years is detailed in Appendix B, Tables B-5 and B-6.

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

<u>Survey Year</u>	<u>Air Force</u>	<u>Army</u>	<u>Other DOD</u>	<u>IIS</u>	<u>Total</u>
FY08	249	425	139	138	951
FY09	292	445	196	147	1080
FY10	316	484	193	159	1152
FY11	338	580	209	127	1254
FY12	277	501	224	158	1160
FY13	283	402	188	155	1028
FY14	234	421	173	113	941
FY15	204	371	149	101	825
FY16	189	326	138	104	757
FY17	195	316	136	91	738
Total	2577	4271	1745	1293	9886

#### **Aggregate Trends**

In aggregate, there has been a relatively consistent upward trend in ratings over the last fifteen years. The rate of increase was most dramatic in the four year period from FY03 to FY06. Since then almost all areas have stabilized at an acceptably high level. Mean ratings for the eleven general performance items have settled around 4.35 (solidly Green), with ‘Overall Satisfaction’ averaging 4.36 for the trend cycle. Mean ratings for the twenty-one specific services items have leveled off at about 4.28 (Green). The lowest ten-year average is ‘Timely Construction’ at 4.04, with high Amber mean scores (3.92, 3.91, 3.93) the last three years.

Aggregate scores are analyzed across all stakeholder groups (Air Force, Army, ‘Other DOD’, IIS)

and all work categories (Construction, Environmental, Real Estate, 'Other'). When trend analysis is restricted to the single work category of Construction across all stakeholder groups, mean scores are lower. This is noteworthy in that 46% of all respondents identify Construction as their work category. The mean ratings over the last ten years (for Construction respondents) averaged about 4.20 (low Green), compared to 4.48 for the combined other three work categories. And the average (over all survey respondents) is 4.33 for the same time period.

### Air Force Trends

Air Force ratings remained stable at a high level near a mean score of 4.40 for most service areas. The three highest mean scores were for 'Energy Conservation (LEED..)' at 4.57, 'Treats You as a Team Member' at 4.56 and 'Seeks Your Requirements' at 4.54. The low mean score among Air Force respondents was 'Timely Construction' at 4.04, which remains between high Amber (3.91) and low Green (4.22) for the entire ten-year trend cycle. 'Overall Satisfaction' mean score was 4.37 (FY17), in line with the entire ten-year trend cycle.

### Army Trends

Army stakeholders' ratings remain very stable around an overall mean score near 4.30 since FY08. In FY17, the four lowest mean scores include 'Timely Construction' (3.92), 'Reasonable Costs' (4.03), 'Real Estate' (4.10) and 'Timely Service' (4.11). In the early years of the survey, many services rated as Amber; however, all services (except 'Timely Construction') have been Green since FY08. Over the past ten years, ratings for 'Timely Construction' have ranged from a low of 3.81 (FY15) to a high of 4.16 (FY09), settling at 3.92 for FY17. Satisfaction among Army stakeholders has made great strides over the years (in part due to Army ratings initially being lowest of the stakeholder groups).

### 'Other DOD' Trends

Generally, trends in 'Other DOD' ratings showed increases over FY07-11. However, after FY11 ratings trended downward, most notably in FY13-15, and have since stabilized. In FY17, the four lowest mean scores (all Amber) included 'Timely Construction' (3.89), 'Construction Turnover' (3.91), 'Timely Service' (3.92) and 'Cost Estimating' (3.94). 'Timely Service' remained Amber for the second consecutive year, after having scored low Green for eight years running (FY08-15). 'Reasonable Costs' remains in a narrow band of 3.98 (FY16) to 4.26 (FY11) over the previous ten years. 'Timely Construction' has been Amber for four consecutive years (FY14-17) slipping from a high of 4.25 (FY11) to a low of 3.83 (FY15), now slightly back up at 3.89 (FY17). 'Overall Satisfaction' scored low Green (4.12) for the second year in a row.

### IIS Trends

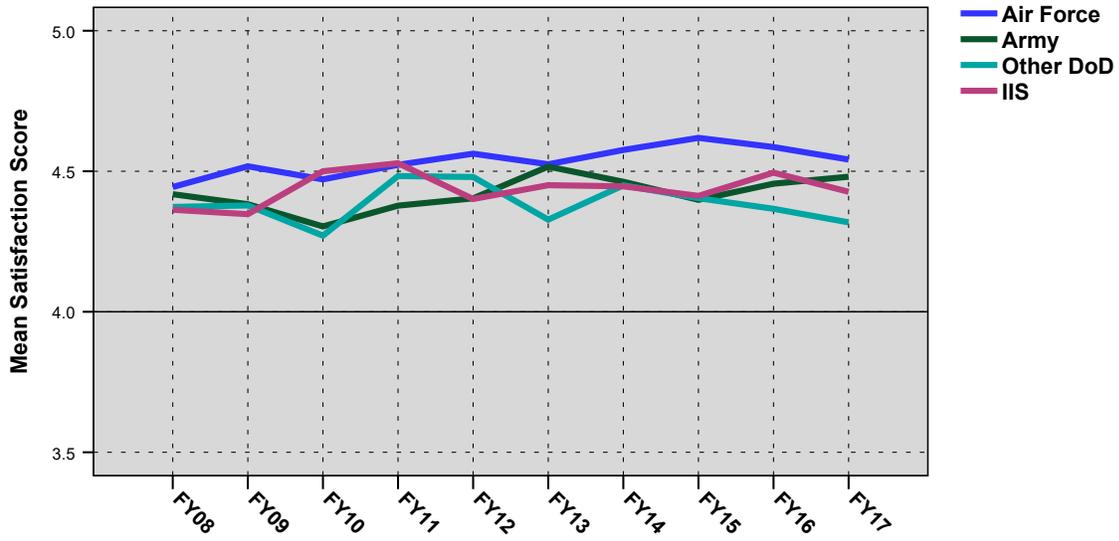
Last year it was reported that IIS ratings stabilized from FY10 through FY16 attaining a mean score of around 4.40. It is also true that mean ratings were up last year (FY16) for 26 of the 32 service areas. With so many service areas reflecting increases last year, it would not be unexpected to see decreases this year (FY17). With that in mind, it is surprising that mean ratings among IIS respondents were down for 31 of the 32 service areas this year (FY17). There was no apparent reason to explain why respondents lowered ratings. Work category among IIS respondents was distributed similarly to the previous year. Construction, for example, accounted for 49% of respondents (FY17) compared to 51% last year (FY16).

Despite lower mean ratings this year for almost all service areas, 'Overall Satisfaction' remained Green (4.24) as it has been for the entire trend cycle (FY08-17). 'Would be Your Future Choice' also rated low Green (4.18). In fact, all service areas were rated Green except 'Timely Construction' (3.77) and 'Reasonable Cost' (3.93).

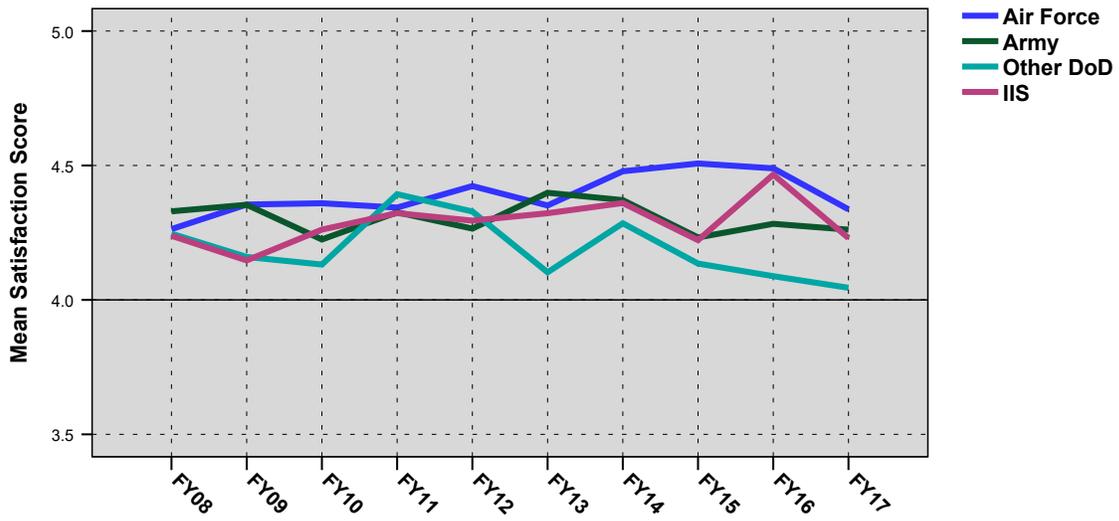
Trend timeline charts by stakeholder group for all thirty-two service areas follow:

## **General Satisfaction Items**

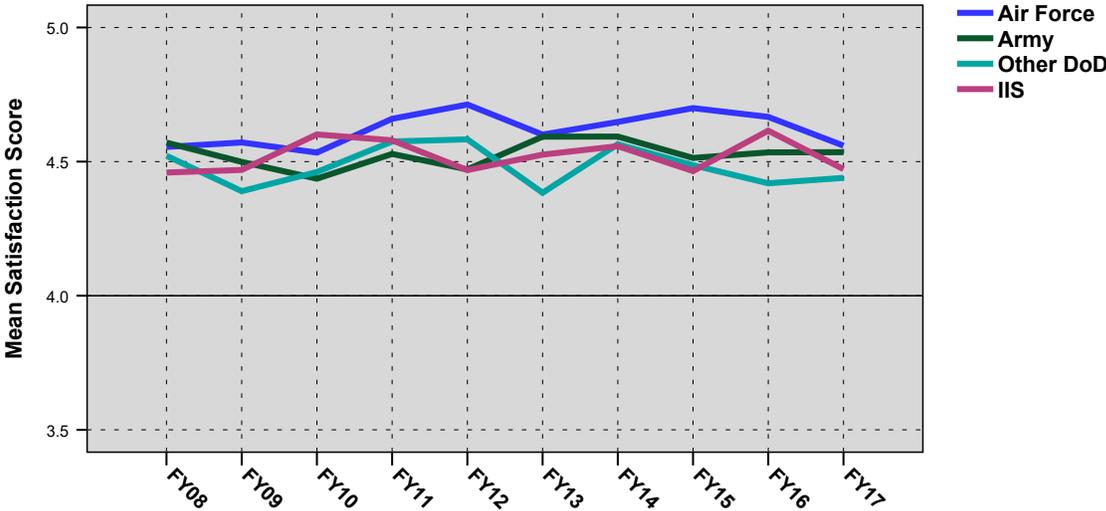
### S1: Seeks Your Requirements



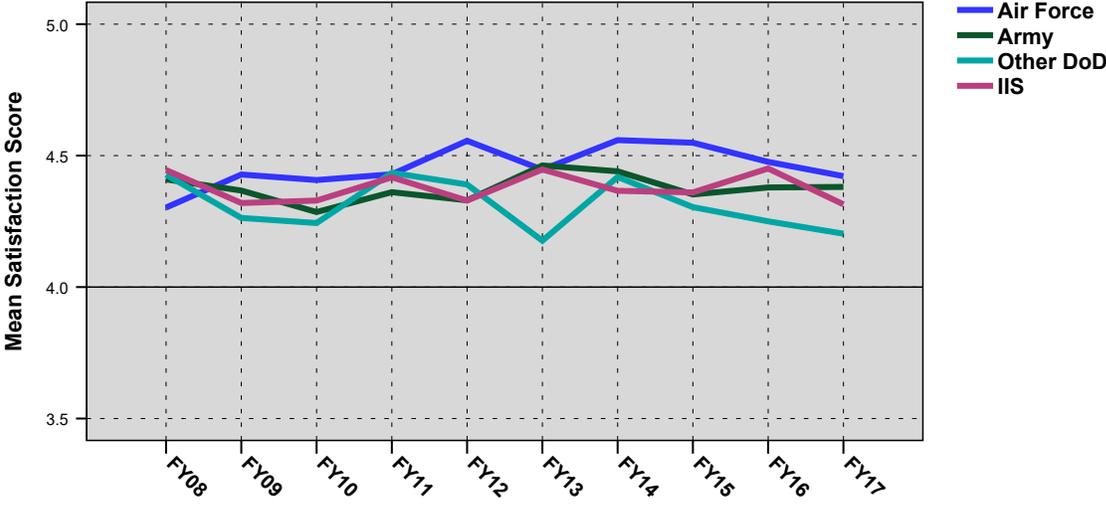
### S2: Manages Effectively



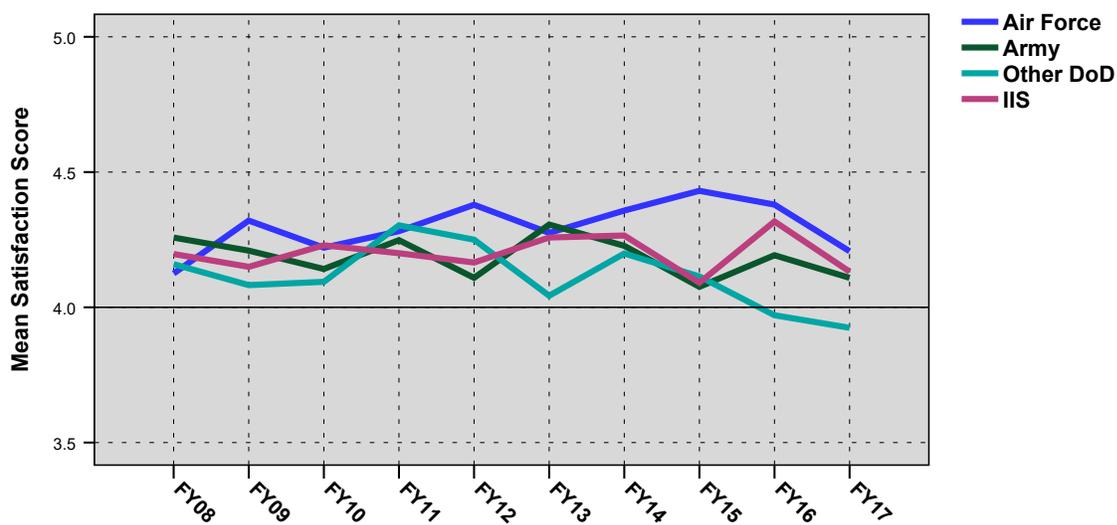
### S3: Treats You as Team Member



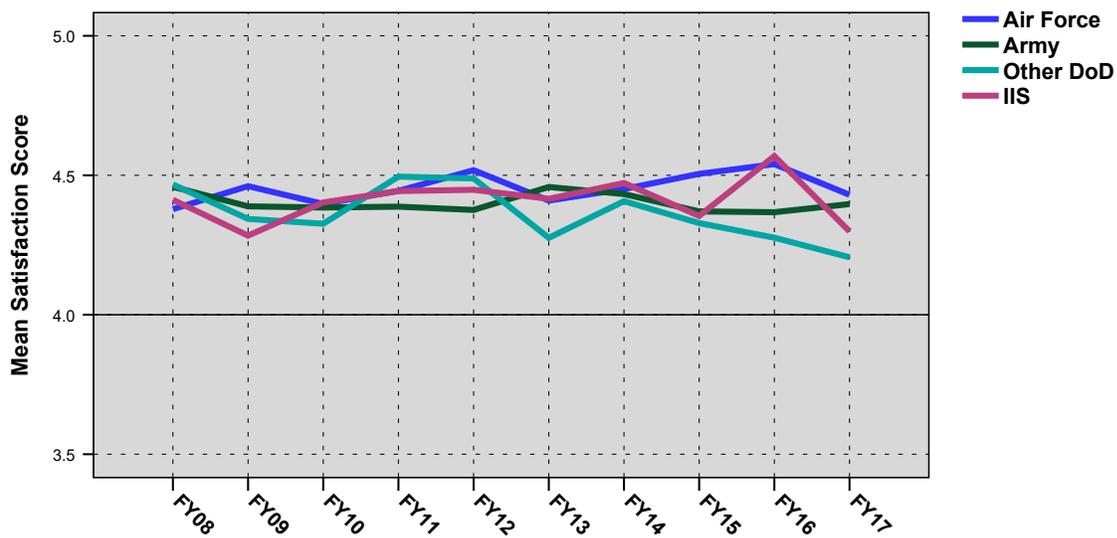
### S4: Resolves Your Concerns



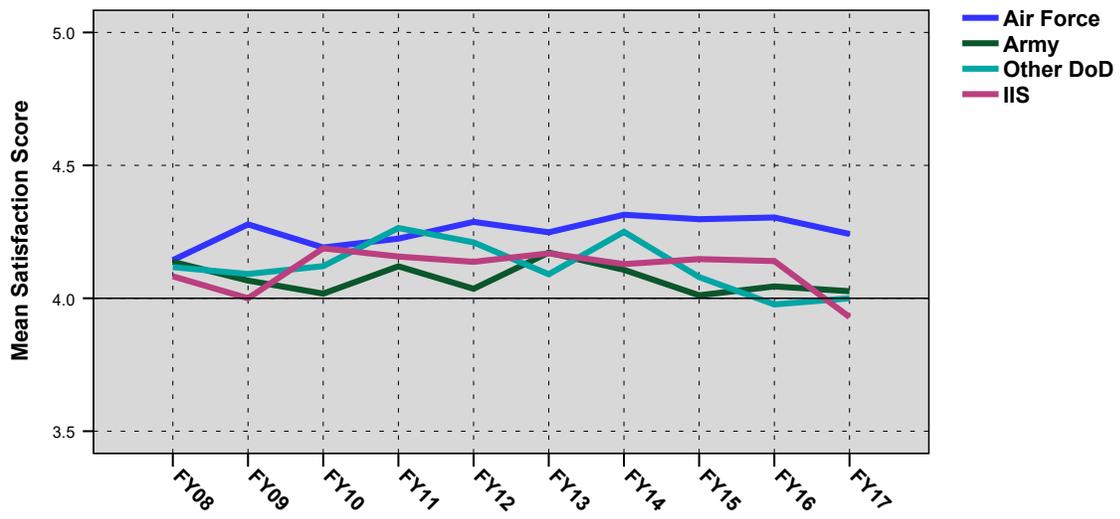
### S5: Provides Timely Services



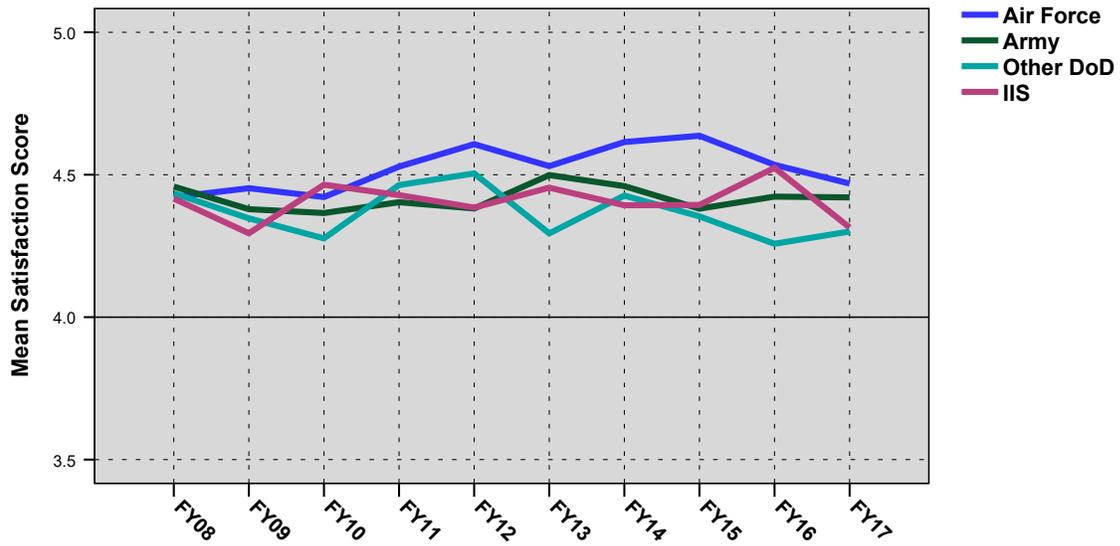
### S6: Delivers Quality Products



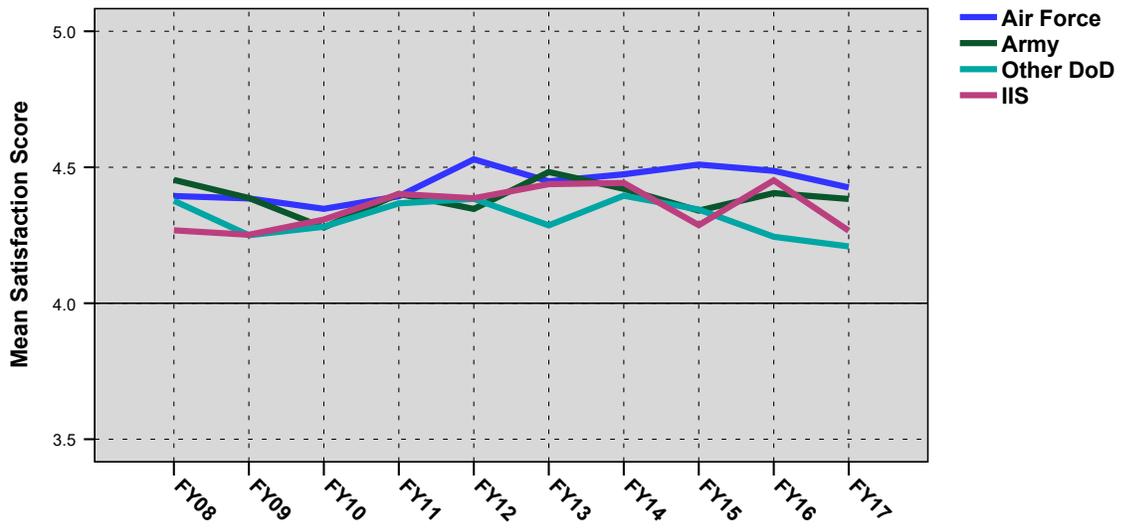
### S7: Products at Reasonable Cost



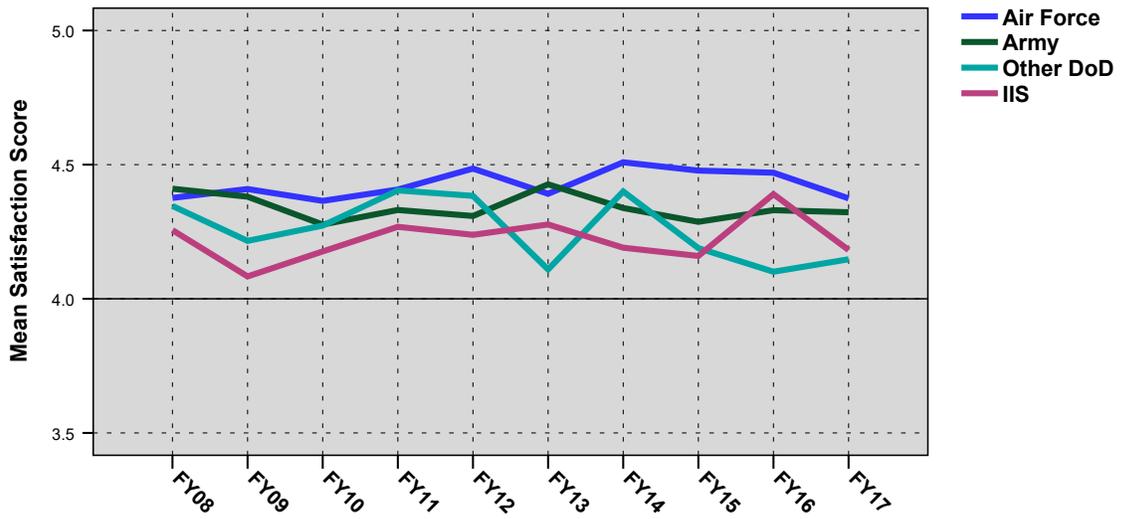
### S8: Flexible to Your Needs



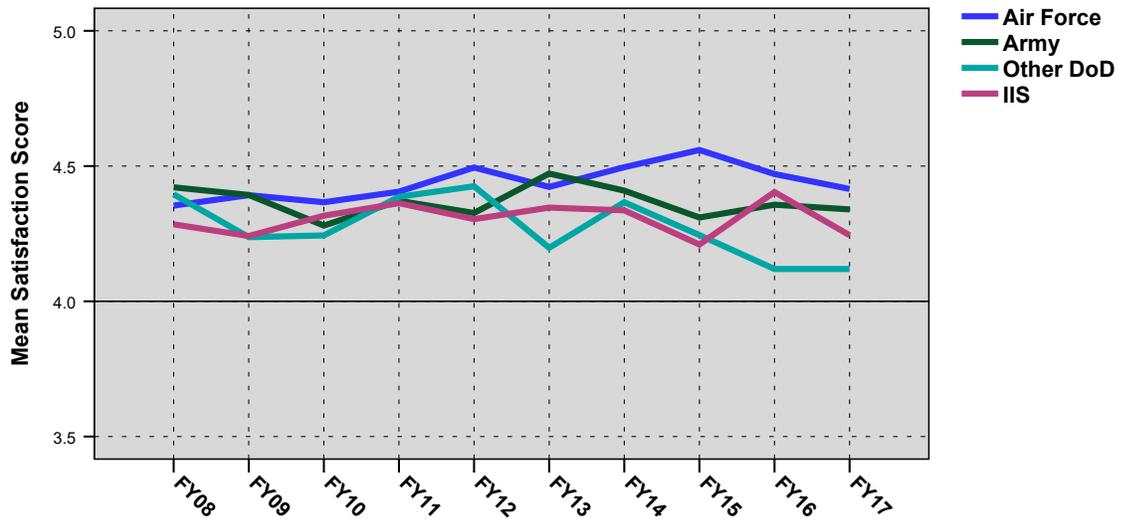
### S9: Keeps You Informed



### S10: Your Choice in the Future

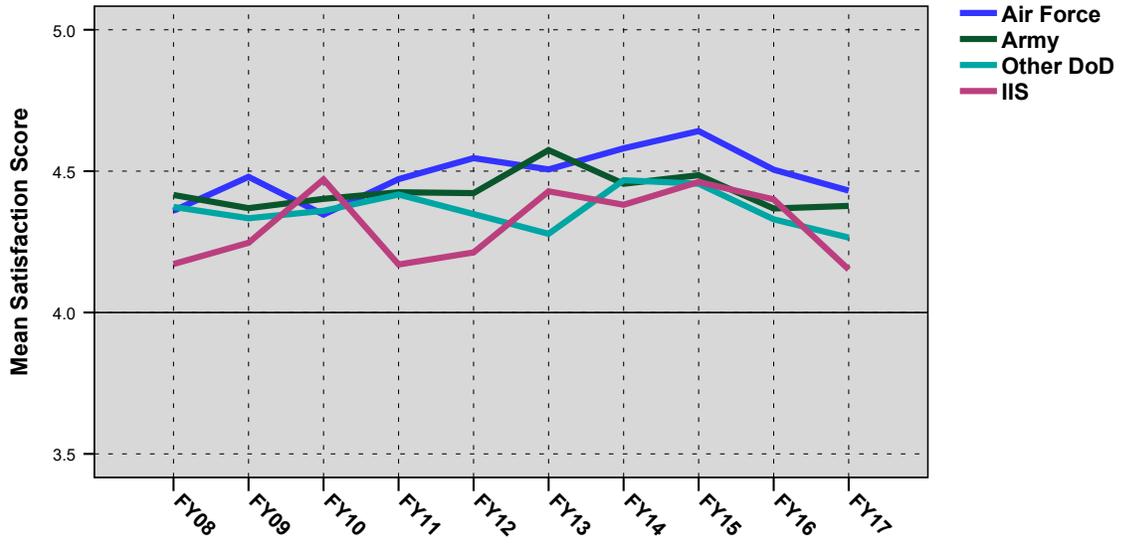


### S11: Your Overall Satisfaction

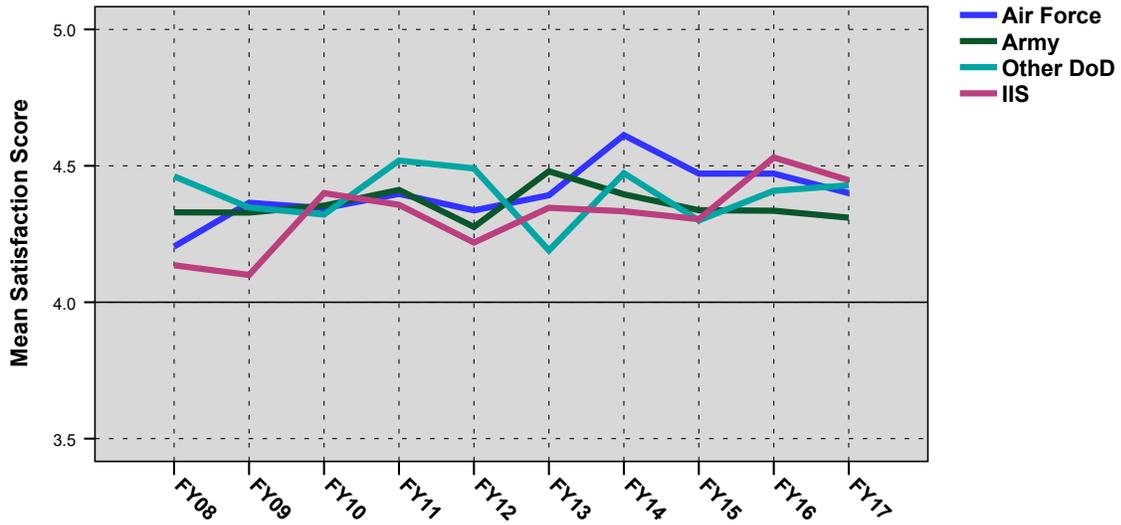


## **Specific Services Items**

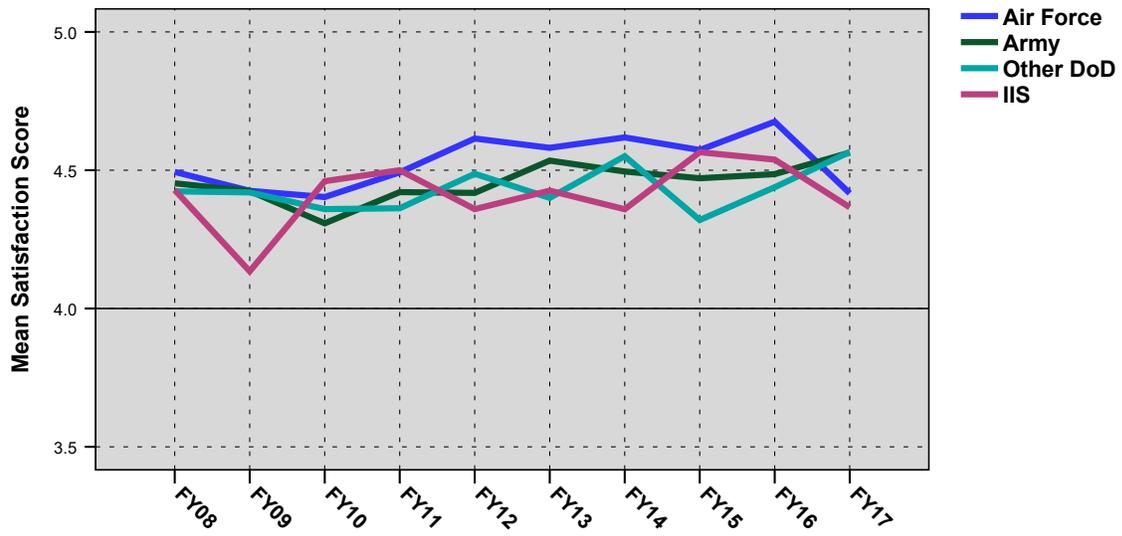
### S12: Planning (Charettes, Master..)



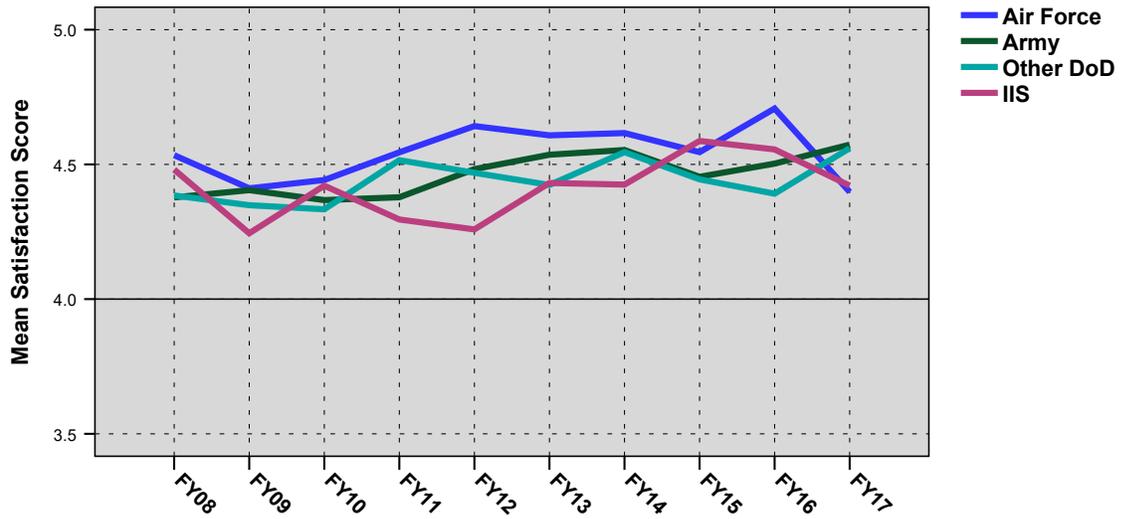
### S13: Investigations/Inspections (Non-Envir)



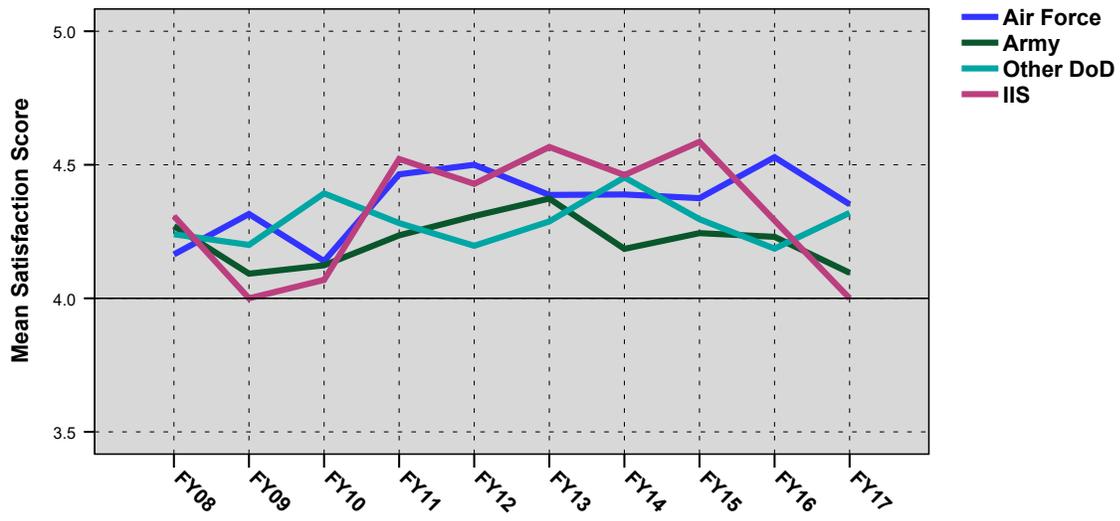
### S14: Environmental Studies



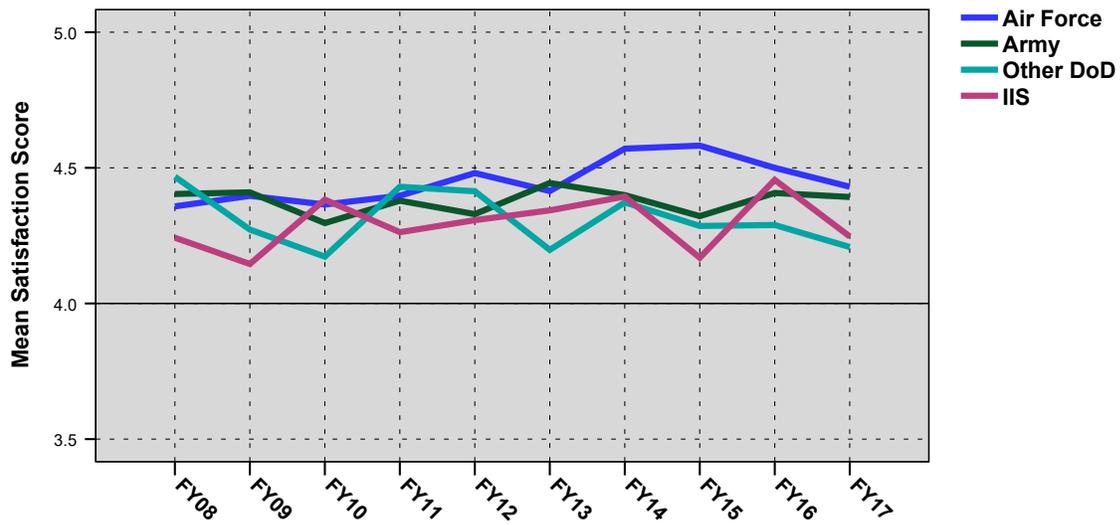
### S15: Environmental Compliance



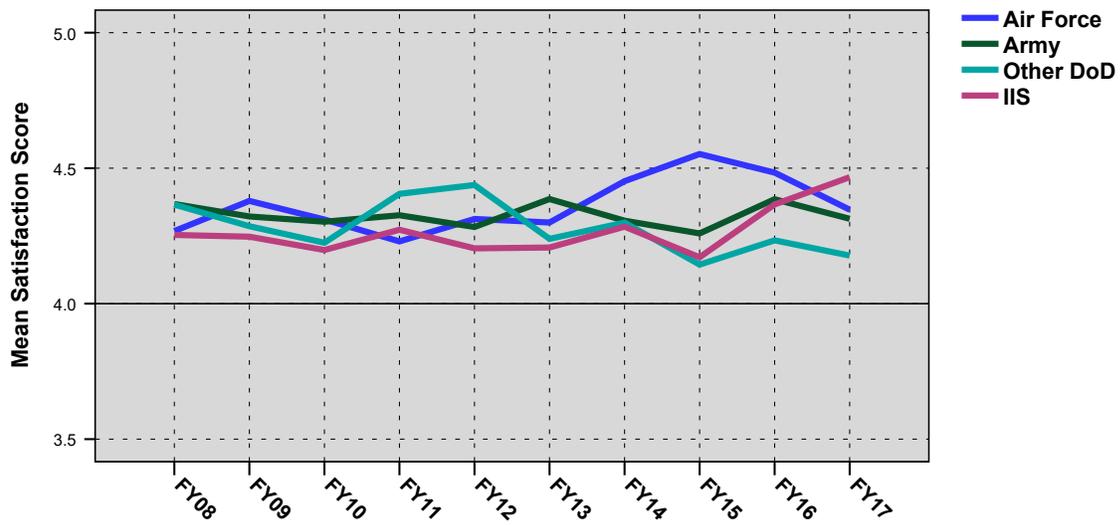
### S16: Real Estate Services



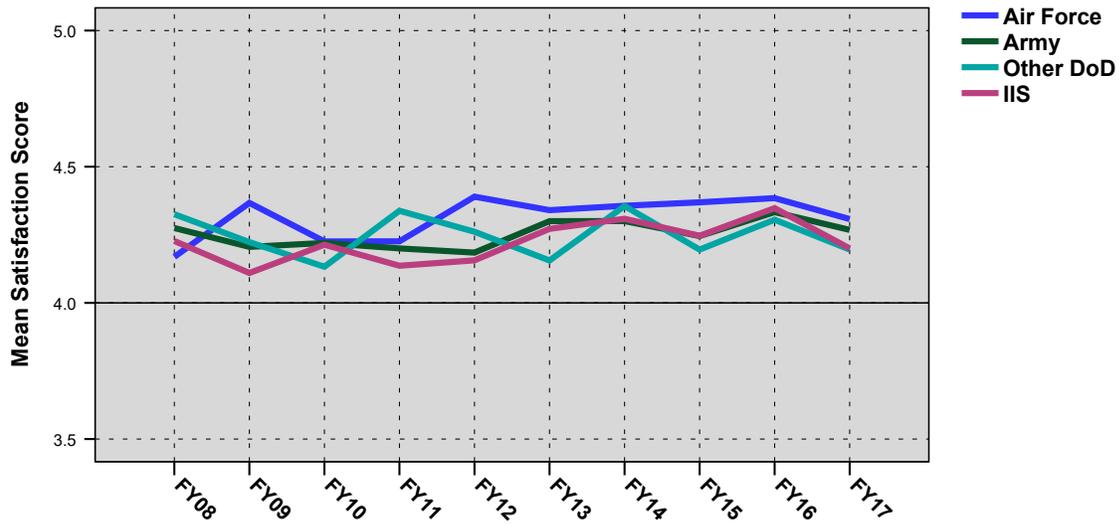
### S17: Project Management



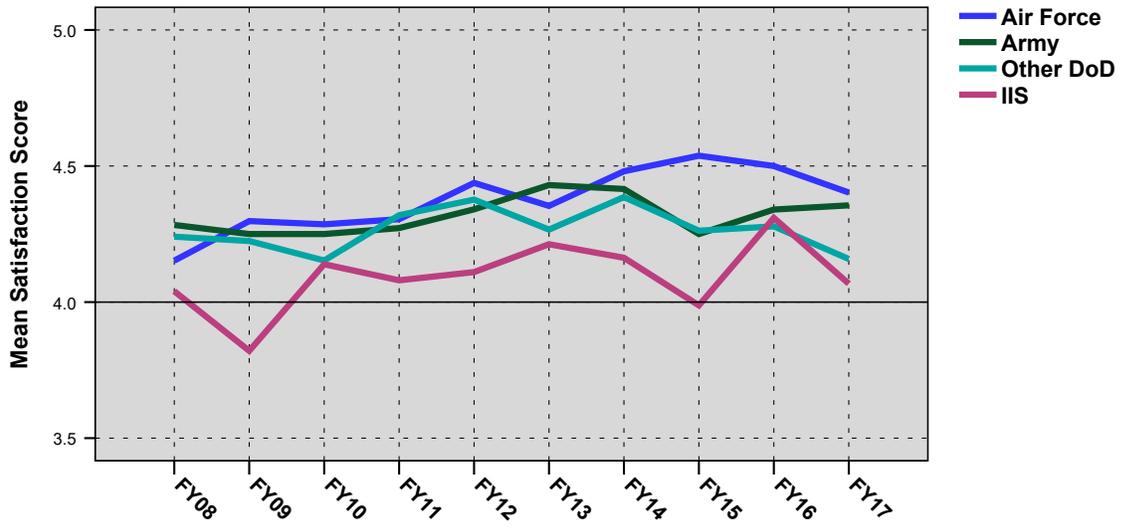
### S18: On-Site Project Mgmt



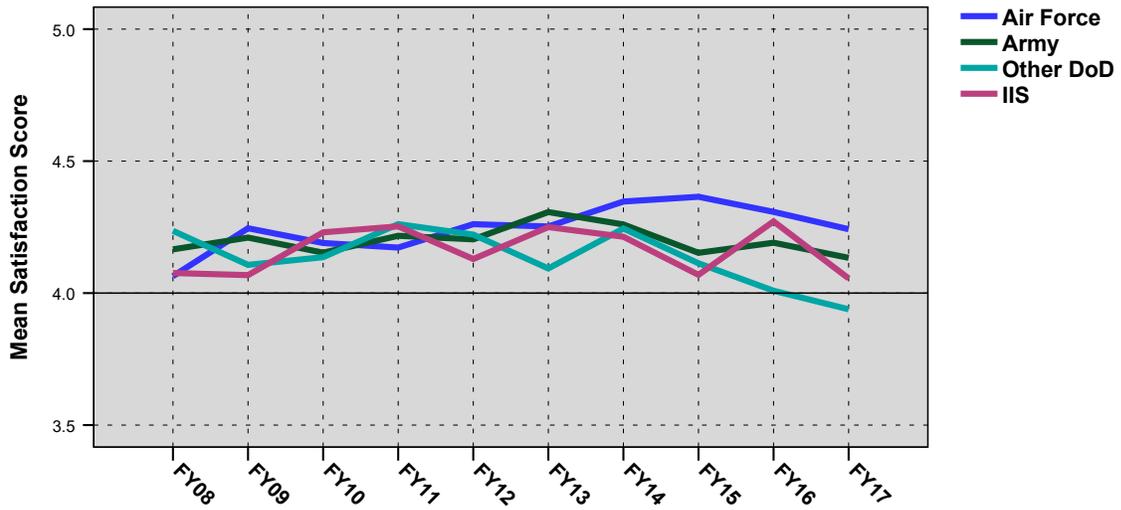
### S19: Project Documents (1354s, 1391s..)



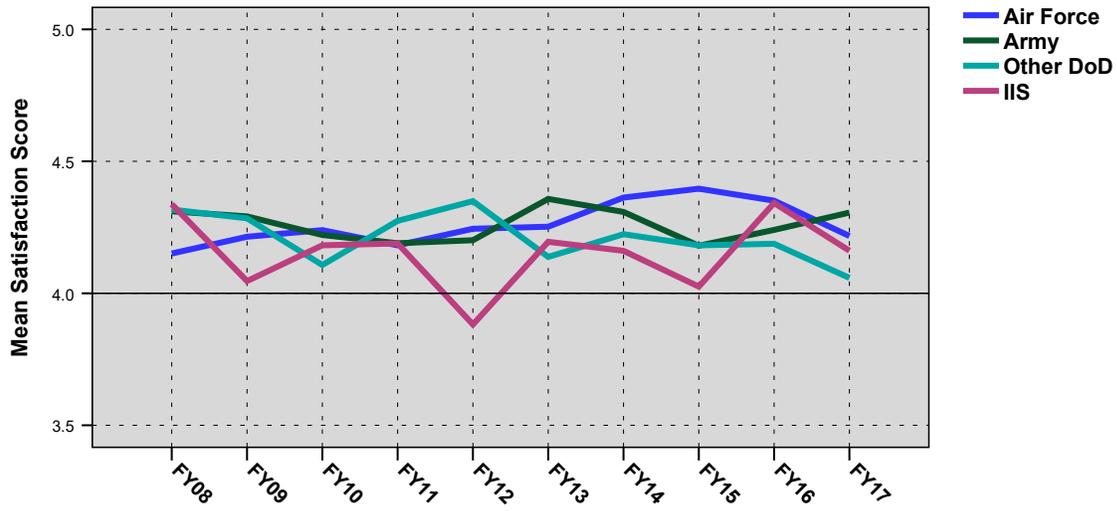
### S20: Funds Management



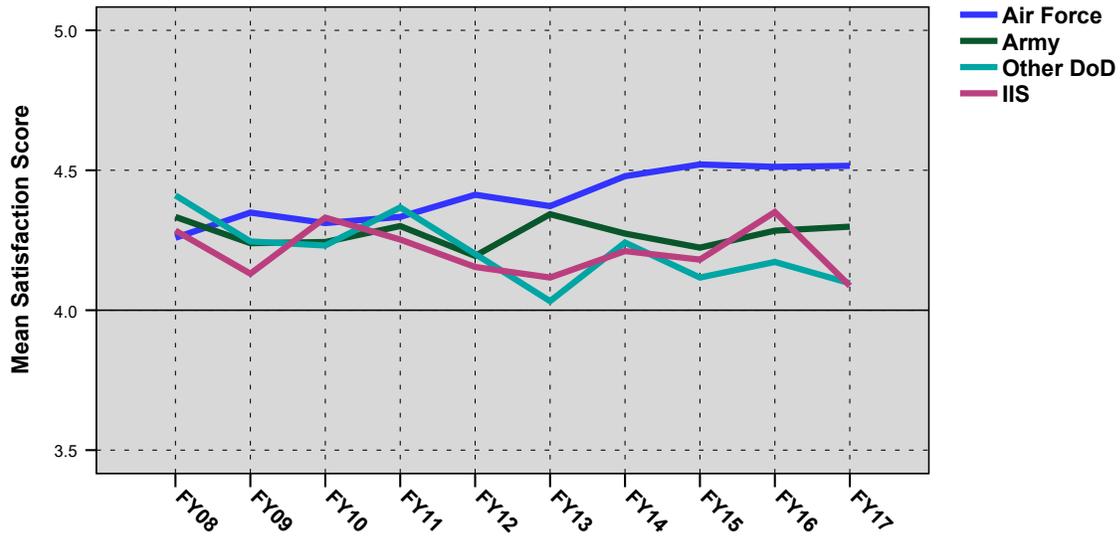
### S21: Cost Estimating



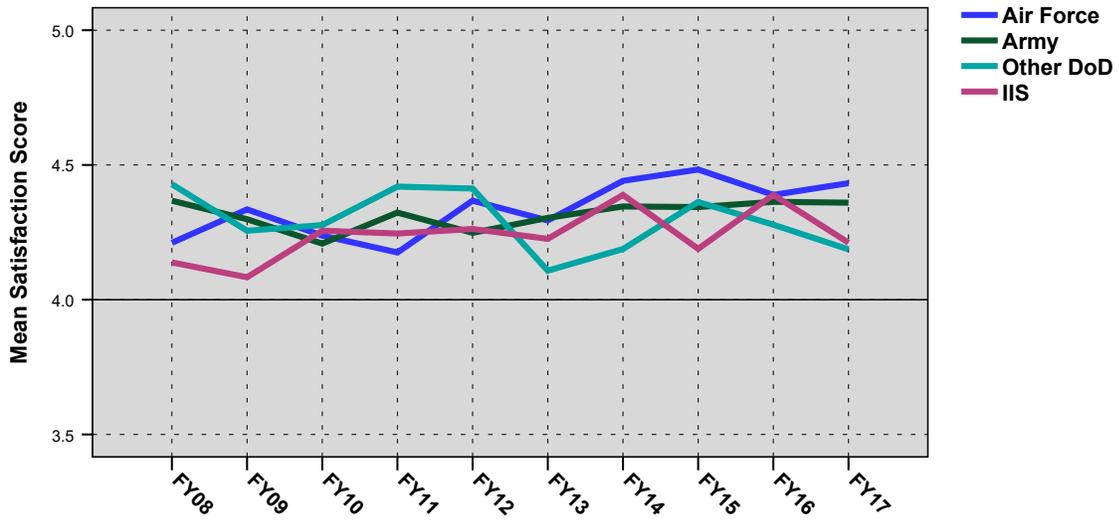
### S22: Change Management (Mods, etc)



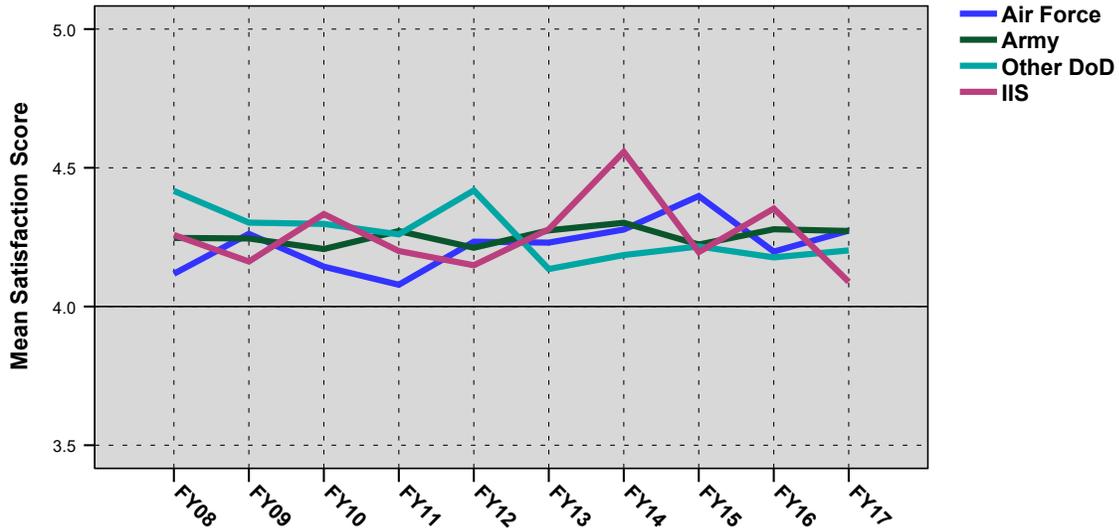
### S23: Contracting Services



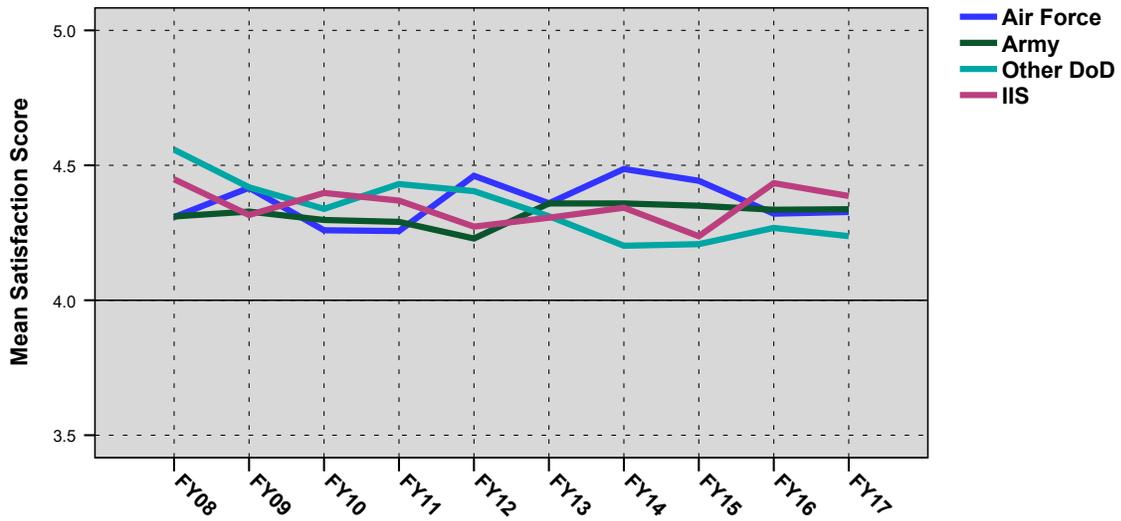
### S24: A/E Services



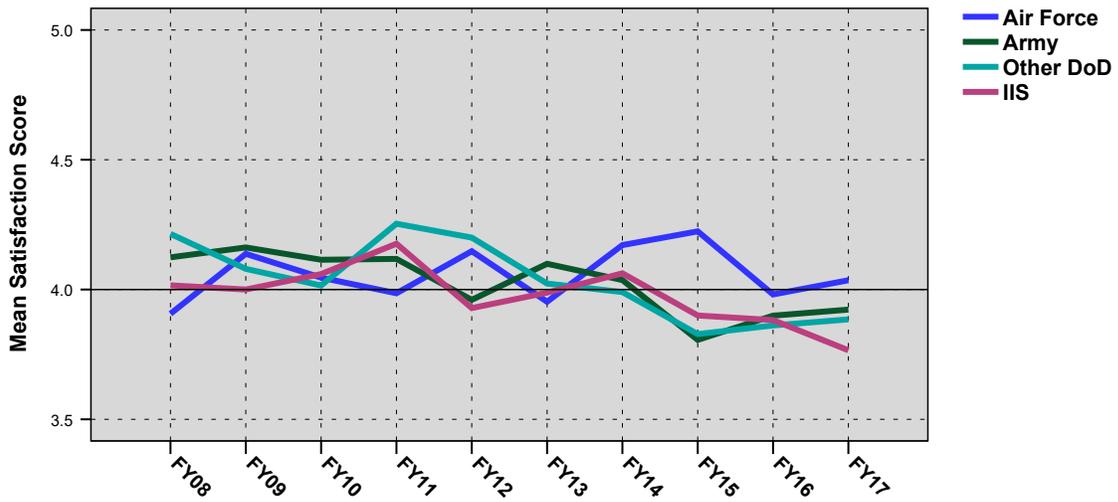
### S25: Engineering Design



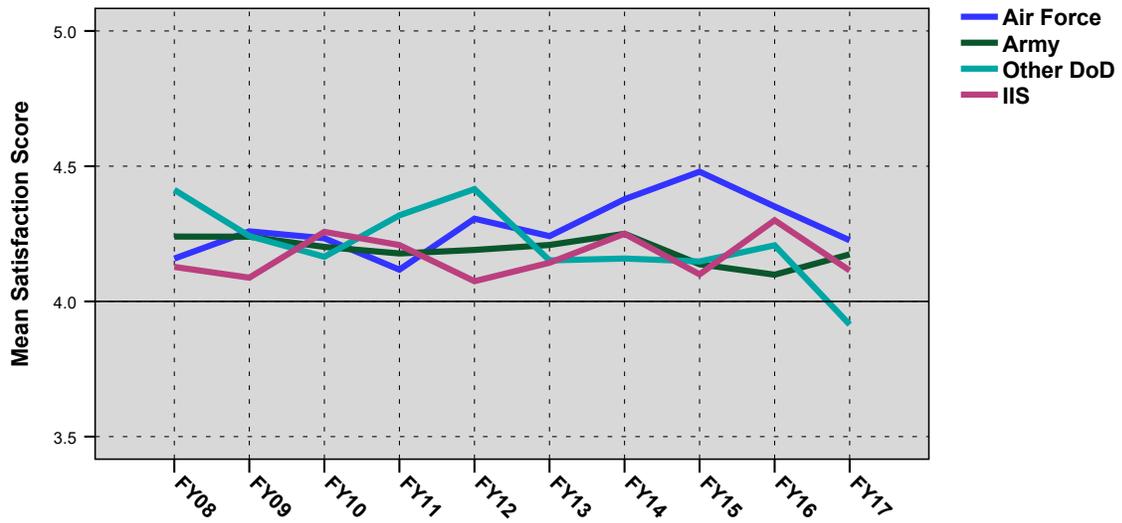
### S26: Construction Quality



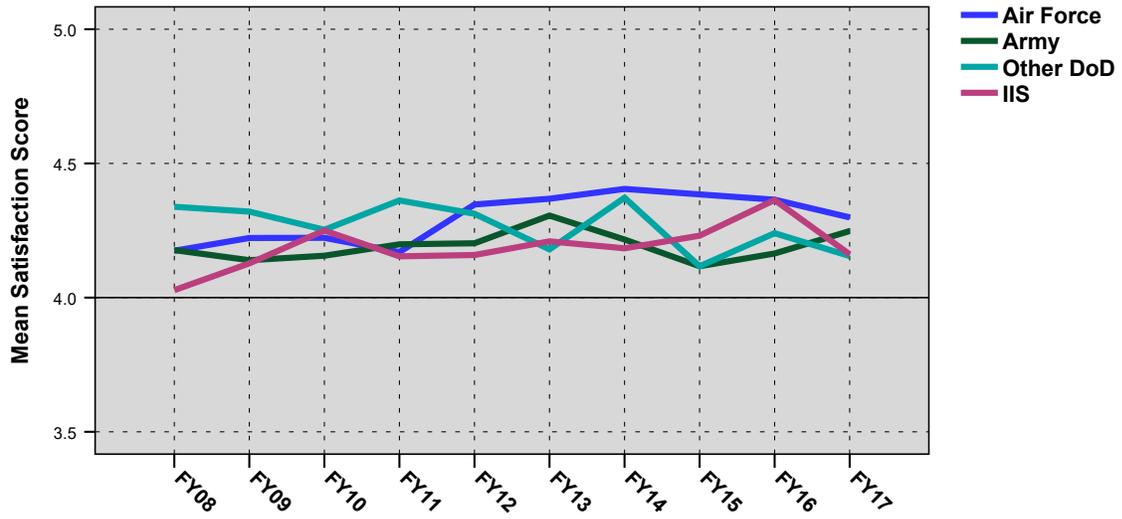
### S27: Timely Completion of Construction



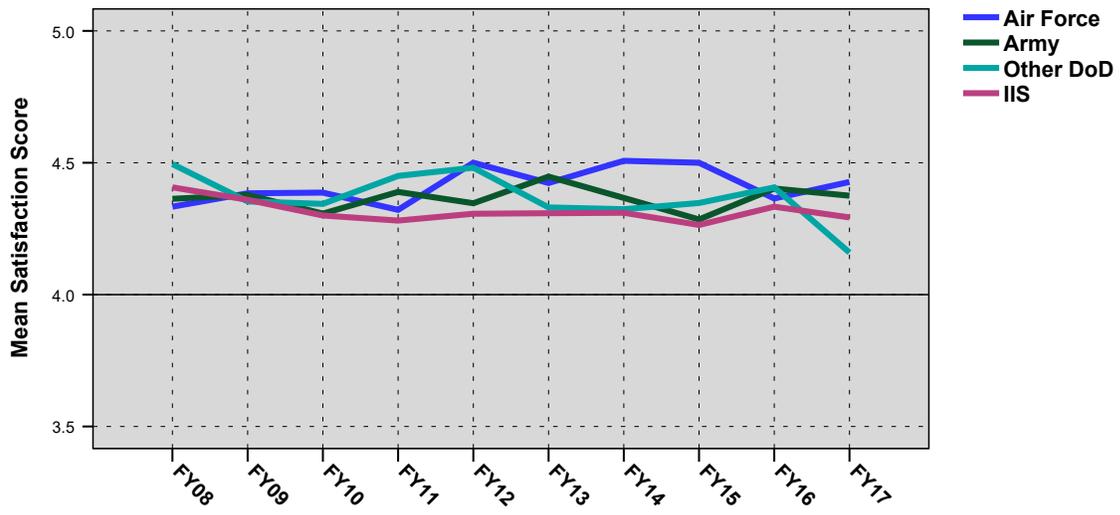
### S28: Construction Turnover



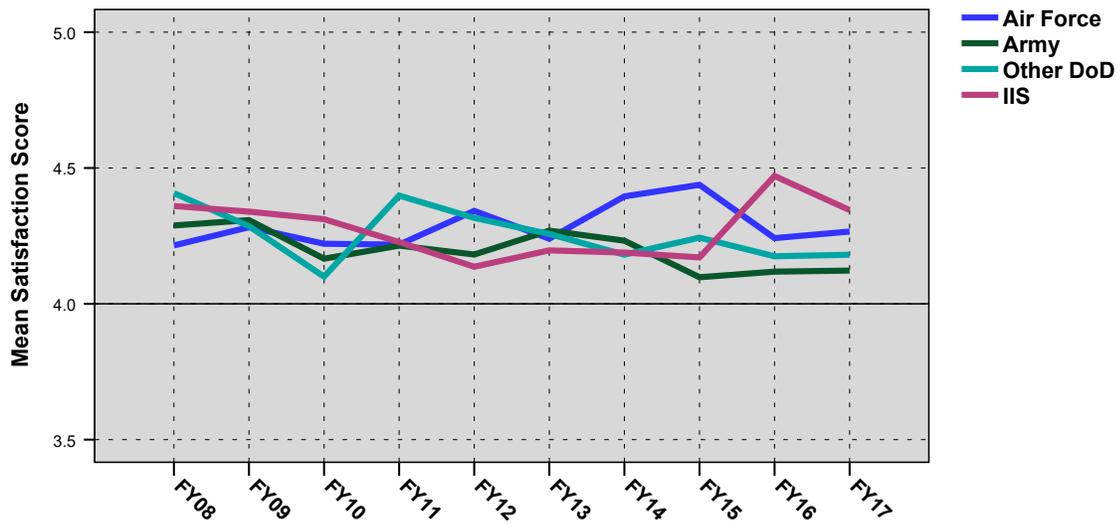
### S29: Warranty Support



**S30: End-User Satisfaction**



**S31: Construction Maintainability**



### S32: Energy Conserv (LEED...)

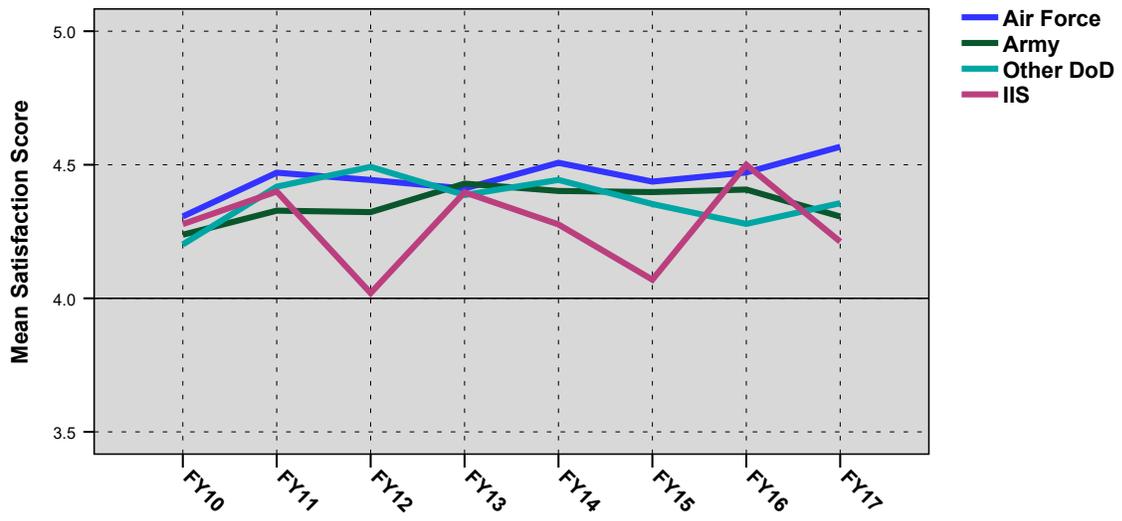


Fig 10:Trends by Stakeholder Group

#### **§4. CONCLUSION**

The total FY17 stakeholder base consisted of 1,830 individuals, down 2.5% from the FY16 stakeholder base of 1,878 individuals. A total of 738 stakeholders participated in the FY17 survey. The Corps-wide response rate was 40%. This corresponds to an estimated sampling error of 2.42%. The Corps-wide response rate (40%) was virtually unchanged in FY17 from FY16. Response rates varied greatly among districts, but were centered about the median. Of the 31 participating districts the median response rate was 41%. Response rates for smaller districts (population ≤ 50) averaged 44% with a median 46% and ranged from 19% to 100%. The average response rate for larger districts was 39% with a median 38% and ranged from 22% to 52%.

USACE stakeholders may be categorized by major stakeholder groups: Air Force, Army, 'Other DOD' agencies and IIS stakeholders. Army stakeholders comprise the largest proportion of the FY17 sample at 42.8% followed by Air Force (26.4%), 'Other DOD' (18.4%) and IIS (12.3%).

Stakeholders were asked to identify their DOD command. Air Force stakeholders could select from: ACC, AETC, AFCEC, AFMC, AMC, PACAF, AFSPC, AF Reserves, Joint/Combat Command and 'AF-Other'. The greatest number of Air Force stakeholders fall under AFCEC (59 stakeholders). Air Force respondents also included 30 AFMC stakeholders and 21 AETC stakeholders. The number of AETC stakeholders has stabilized at about half the number participating as recently as FY13. The commands specified by the Air Force stakeholders who selected 'AF-Other' included: AFGSC (Global Strike Command), AFSCP (Space Command), Air National Guard and USAF-Europe. Army stakeholders could select from the four IMCOM organizations based on geographic locations plus: Army AMC, Army Reserves, National Guard, MEDCOM, USAREC, HQDA and 'Army-Other'. The greatest number of Army stakeholders work under IMCOM Atlantic and IMCOM Central at 48 and 35 stakeholders, respectively. There were also 34 stakeholders from Army AMC (Army Materiel Command). Many of the FY17 Army stakeholders fell into the 'Army-Other' category. The commands specified by these respondents included: AEC, ATEC, INSCOM and USACE among others. The number of Joint/Combat Command stakeholders dropped from 37 (FY16) to 31 (FY17). As recently as four years ago (FY13), Joint/Combat Command stakeholders numbered 132. For the current reporting year, they included SOUTHCOM (4), SOCOM (10), CENTCOM (2) and a few others. 'Other DOD' stakeholders include: Navy (39 stakeholders), DLA (27), Marine Corps (19), DODEA (7) and MDA (5). It also includes a number of DOD support agencies. IIS stakeholders include organizations such as: DHS, DOE, VA, EPA, NASA, CBP, Coast Guard, etc. The largest proportion of IIS stakeholders is comprised of 18 DOE respondents.

Stakeholders were asked to identify the primary category of service they received from the Corps district they evaluated. The largest proportion (46.2%) of CEMP stakeholders receives primarily Construction services; 24.5% Environmental services, 11.7% Real Estate, 6.6% O&M and 11.0% receive 'Other' areas of service. Stakeholders that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of stakeholders specified 'Design Services' and 'Contracting Services'. The complete list of 'Other' work categories is found in Appendix C Table C-5.

The survey included all Military Districts. In addition, some Civil Works Districts provide services to a limited number of military and federal IIS stakeholders. Corps offices in the war theatre (Iraq & Afghanistan) underwent reorganization during FY10-11. The office in Iraq (Gulf Region District) is no longer active and the two districts in Afghanistan (Afghanistan North and Afghanistan South) have been combined into one Transatlantic Afghanistan District (TAA). However, due to the drawdown of the war effort TAA did not participate in the FY16 or FY17 surveys. Hence, Transatlantic Division includes only the Middle East District (TAM) located in Winchester, VA (formerly the Transatlantic District (TAC)).

The greatest proportion of responses was received from stakeholders served by South Atlantic Division at 19.6%. North Atlantic accounted for 18.2% of responses, while Northwestern and Southwestern Divisions accounted for 14.0% and 12.9%, respectively. Mobile District led all districts with 11.8% of all responses received. Omaha and Fort Worth districts accounted for 6.8% and 6.5% of responses, respectively.

The survey includes questions that address stakeholder relationship dynamics and general characteristics of services (quality, cost & timeliness, team inclusion) as well as a number of items concerning specific services and products. The majority of responses (84%) were positive for the eleven general performance questions, although individual items varied. The three most highly-rated general items were 'Treats You as a Team Member' (90% positive), 'Seeks Your Requirements' (88% positive), and 'Quality Product' (87% positive). The items that yielded the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Cost', at 9.8% and 9.6% negative ratings, respectively. By comparison, 'Treats You as a Team Member' was rated negative by only 4.1% of survey respondents.

Two of the more critical items in the survey are 'Would be Your Choice for Future Services' and 'Your Overall Level of Satisfaction'. A total of 82.6% of stakeholders indicated the Corps would be their choice in the future; 7.7% responded USACE would not be their choice for future projects. Regarding stakeholders' overall level of satisfaction, 85.1% responded positively and 6.0% negatively. The remaining 8.9% were noncommittal.

Items 12 through 32 of the Military Stakeholder Survey solicit stakeholders' opinions concerning twenty-one specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High'. Specific services item means ranged from a low of 3.93 for 'Timely Construction' to a high of 4.51 for 'Environmental Compliance'. The proportion of positive ratings for the specific services items ranged from 67.4% to 91.7%. The most highly-rated specific services were 'Environmental Studies' and 'Environmental Compliance' at 91.7% and 90.7% high ratings, respectively. Next highest was 'Investigations/Inspections (Non-Env)' at 87.5% positive. The specific service that received the largest proportion of low ratings was 'Timely Construction' at 10.6% low ratings. Although 'Timely Construction' had the

largest proportion of low ratings (10.6%), this was a big improvement over last year's proportion (14.6%). 'Timely Construction' has always been a hot-button issue with stakeholders, and the proportion of negative responses has proven significantly lower than in the early years of the survey. The next lowest proportions of low ratings were 'Change Mgmt (Mods etc)' and 'Real Estate', both at 6.8% negative ratings.

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

Among all survey respondents, 452 (61% of 738 stakeholders) submitted general comments (under 'Overall Comments/Suggestion'). Of these 452 stakeholders, 276 (61%) made overall favorable comments, 72 (16%) made negative comments and 83 (18%) stakeholders' comments contained mixed information (positive and negative statements). The remaining 21 (5%) stakeholders provided comments that were informational in nature (such as a project description). Some stakeholders commented on more than one subject, so it follows that total comments will exceed total respondents. The most frequent positive comments concerned 'Compliments to individuals/staff' (98% of the 337 stakeholder comments on staff were positive). No general subject received as many comments as 'Individuals/staff'. Compliments to Corps staff reflect strong stakeholder loyalty. A related subject, 'Responsiveness of district staff' received 91 total comments (67% positive). And 'Professionalism' received 88% positive comments.

Positive comments exceeded negative for 'Customer service/support' at 55% positive and 45% negative. 'Communication' had more negative comments than positive (45% positive and 55% negative). The most frequent negative comments addressed a lack of 'Timeliness' (158 of 193 comments were negative) as well as concerns with 'Cost' (90% negative). 'Meeting Schedule' was also problematic with 91 negative comments out of 112. This emulates from a perception that understaffing is affecting project performance.

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

The first analysis compares stakeholder satisfaction ratings for Air Force, Army, Other DOD, and IIS stakeholders. Ratings for all satisfaction indicators were examined. Prior to FY12 ratings by stakeholder group were very homogeneous. For example, there were only one or two service areas that differed significantly. This implies no detectable differences (among subgroups) in delivery of services. In the five years prior to this survey (FY12-FY16), ratings between subgroups have differed for many areas of services. And in almost every case, Air Force stakeholders were significantly more satisfied than Army and IIS stakeholders. Air Force stakeholders have been the most satisfied stakeholder group for many years. The explanation for these findings is that Air Force ratings have actually gone up slightly while Army ratings have gone down slightly and IIS and 'Other DOD' stakeholder ratings have fallen even more than Army. Recall 'Other DOD' includes primarily Navy, Marine Corps and DLA stakeholders.

There were noteworthy changes in FY17 survey results. The analysis comparing Air Force, Army, Other DOD, and IIS stakeholder ratings found only four services (compared to nine in FY16 and nineteen in FY15) in which stakeholders differed in their satisfaction levels. The change is a result of less difference between stakeholder groups for 'Treats You as Team Member', 'Manages Effectively', 'Timely Service', 'Quality Product', 'Displays Flexibility', and 'Your Choice for Future Work'. In all of these cases, Air Force ratings were no longer significantly (statistically) superior to Army, 'Other DOD', or IIS ratings.

Although ratings (between the groups) leveled out for several items in FY17, the critical 'Overall Satisfaction' item was an exception. Air Force and Army stakeholders continued to be significantly more satisfied than 'Other DOD'.

Comparisons of ratings from Construction, Environmental, Real Estate and 'Other'<sup>5</sup> stakeholders were performed for selected satisfaction indicators. The service areas examined these analyses included the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'.

In the majority of survey years, there has been a pattern of significant differences in ratings for all (18) survey items examined. The prevailing constant has been that Construction stakeholders are less satisfied than Environmental, Real Estate and 'Other' stakeholders. Although Construction stakeholders continue to be less satisfied in FY17, the size of the gap between subgroup scores has narrowed over time.

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<sup>5</sup> O&M & 'Other' stakeholders were combined into this subgroup.

For FY17, mean scores were examined for each subgroup. The mean scores for Environmental, Real Estate, and 'Other' stakeholders ranged from low Green (4.03) to high Green (4.71) for all eighteen service areas. Construction mean scores were not as impressive, ranging from high Amber (3.86) to midrange Green (4.44). Even though Construction stakeholder ratings were consistently below Environmental ratings, only four of the service areas rated Amber: 'Timely Services' (3.89), 'Reasonable Costs' (3.86), 'Cost Estimating' (3.89) and 'Change Management (Mods etc.)' (3.98). All other Construction mean scores were low Green (4.03 to 4.37).

In aggregate, there has been a relatively consistent upward trend in ratings over the last fifteen years. The rate of increase was most dramatic in the four year period from FY03 to FY06. Since then, almost all areas have stabilized at an acceptably high level. Mean ratings for the eleven general performance items have settled around 4.35 (solidly Green), with 'Overall Satisfaction' averaging 4.36 for the trend cycle. Mean ratings for the twenty-one specific services items have leveled off at about 4.28 (Green). The lowest ten-year average is 'Timely Construction' at 4.04, with high Amber mean scores (3.92, 3.91, 3.93) the last three years.

Aggregate scores are analyzed across all stakeholder groups (Air Force, Army, 'Other DOD', IIS) and all work categories (Construction, Environmental, Real Estate, 'Other'). When trend analysis is restricted to the single work category of Construction across all stakeholder groups, mean scores are lower. This is noteworthy in that 46% of all respondents identify Construction as their work category. The mean ratings over the last ten years (for Construction respondents) averaged about 4.20 (low Green), compared to 4.48 for the combined other three work categories. And the average (over all survey respondents) is 4.33 for the same time period.

Air Force ratings remained stable at a high level near a mean score of 4.40 for most service areas. The three highest mean scores were for 'Energy Conservation (LEED..)' at 4.57, 'Treats You as a Team Member' at 4.56 and 'Seeks Your Requirements' at 4.54. The low mean score among Air Force respondents was 'Timely Construction' at 4.04, which remains between high Amber (3.91) and low Green (4.22) for the entire ten-year trend cycle. 'Overall Satisfaction' mean score was 4.37 (FY17), in line with the entire ten-year trend cycle.

Army stakeholders' ratings remain very stable around an overall mean score near 4.30 since FY08. In FY17, the four lowest mean scores include 'Timely Construction' (3.92), 'Reasonable Costs' (4.03), 'Real Estate' (4.10) and 'Timely Service' (4.11). In the early years of the survey, many services rated as Amber, however all services (except 'Timely Construction') have been Green since FY08. Over the past ten years, ratings for 'Timely Construction' have ranged from a low of 3.81 (FY15) to a high of 4.16 (FY09), settling at 3.92 for FY17. Satisfaction among Army stakeholders has made great strides over the years (in part due to Army ratings initially being lowest of the stakeholder groups).

Trends in 'Other DOD' stakeholder ratings are prone to more variability than Air Force or Army and can be difficult to characterize. Composition of this stakeholder base can change substantially from year to year. That said, this year is pretty much in line with

last year. Navy, Marine Corps and DLA account for 66% of the 'Other DOD' subgroup, compared with 67% last year. Generally, trends in 'Other DOD' ratings showed increases over FY07-11. However, after FY11 ratings trended downward, most notably in FY13-15, and have since stabilized. In FY17, the four lowest mean scores (all Amber) included: 'Timely Construction' (3.89), 'Construction Turnover' (3.91), 'Timely Service' (3.92) and 'Cost Estimating' (3.94). 'Timely Service' remained Amber for the second consecutive year, after having scored low Green for eight years running (FY08-15). 'Reasonable Costs' remains in a narrow band of 3.98 (FY16) to 4.26 (FY11) over the previous ten years. 'Timely Construction' has been Amber for four consecutive years (FY14-17) slipping from a high of 4.25 (FY11) to a low of 3.83 (FY15), now slightly back up at 3.89 (FY17). 'Overall Satisfaction' scored low Green (4.12) for the second year in a row.

Last year, it was reported that IIS ratings stabilized from FY10 through FY16 attaining a mean score of around 4.40. It is also true that mean ratings were up last year (FY16) for 26 of the 32 service areas. With so many service areas reflecting increases last year, it would not be unexpected to see decreases this year (FY17). With that in mind, it is surprising that mean ratings among IIS respondents were down for 31 of the 32 service areas this year (FY17). There was no apparent reason to explain why respondents lowered ratings. Work category among IIS respondents was distributed similarly to the previous year. Construction, for example, accounted for 49% of respondents (FY17) compared to 51% last year (FY16). Despite lower mean ratings this year for almost all service areas, 'Overall Satisfaction' remained Green (4.24) as it has been for the entire trend cycle (FY08-17). 'Would be Your Future Choice' also rated low Green (4.18). In fact, all service areas were rated Green except 'Timely Construction' (3.77) and 'Reasonable Cost' (3.93).

USACE Military Program Directorate's stakeholders are well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. The lowest mean score for 'Overall Satisfaction' for the previous ten years is low Green (4.35) and the highest mean score is high Green (4.56). 'Timely Construction' is the most problematic source of stakeholder dissatisfaction. The lowest mean score for 'Timely Construction' for the previous ten years is high Amber (3.91) and the highest mean score is low Green (4.22).

It is a fundamental belief that stakeholder satisfaction is tied to stakeholder loyalty. Loyalty grows from strong stakeholder relationships and regular communication develops these relationships. When we engage stakeholders through this survey, we raise expectations that we will address their concerns. It continues to be important to address customer feedback, including any negative comments submitted. The survey has been integral in facilitating communication for many years. The benefits are improved stakeholder relations and progressively higher stakeholder satisfaction ratings over time.

## **APPENDIX A**

### **Survey Instrument<sup>6</sup>**

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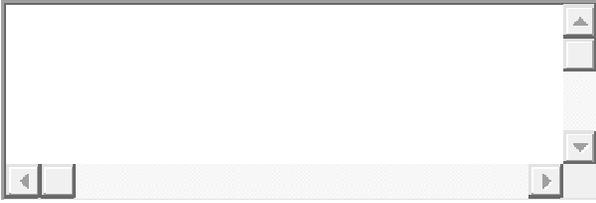
<sup>6</sup> The survey website may be accessed by cutting & pasting the following link into your web browser: <http://ww3.sam.usace.army.mil/surveys/military/survfrm.asp>











**Please click Submit only once, You answers will be posted to the screen and may take a few seconds to load.**

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## **APPENDIX B**

### **Statistical Details**

**Table B-1: General Satisfaction Items – Details**

General Services Item	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	7	1.0	15	2.1	62	8.6	192	26.6	445	61.7	721	100.0
S2 Manages Effectively	18	2.5	37	5.1	74	10.2	220	30.4	374	51.7	723	100.0
S3 Treats You as Team Member	11	1.5	19	2.6	42	5.8	167	22.9	489	67.2	728	100.0
S4 Resolves Your Concerns	11	1.5	35	4.8	59	8.1	206	28.3	418	57.3	729	100.0
S5 Timely Service	24	3.3	47	6.5	100	13.7	215	29.5	342	47.0	728	100.0
S6 Quality Product	10	1.4	27	3.7	58	8.0	225	31.2	401	55.6	721	100.0
S7 Reasonable Cost	16	2.3	51	7.3	120	17.3	192	27.6	316	45.5	695	100.0
S8 Displays Flexibility	9	1.2	30	4.1	60	8.2	193	26.4	438	60.0	730	100.0
S9 Keeps You Informed	11	1.5	38	5.2	61	8.3	197	26.9	425	58.1	732	100.0
S10 Your Future Choice	22	3.1	33	4.6	69	9.7	184	25.8	406	56.9	714	100.0
S11 Overall Satisfaction	13	1.8	31	4.2	65	8.9	231	31.6	391	53.5	731	100.0

**Table B-2: Specific Services Items– Details**

Specific Services Item	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master ..)	5	1.2	8	1.9	53	12.6	126	29.9	229	54.4	421	100.0
S13 Investigations/Inspections (Non-Env)	2	0.7	10	3.3	26	8.6	101	33.3	164	54.1	303	100.0
S14 Environmental Studies	1	0.3	7	2.1	19	5.8	100	30.6	200	61.2	327	100.0
S15 Environmental Compliance	0	0.0	7	2.2	23	7.2	91	28.3	200	62.3	321	100.0
S16 Real Estate	5	1.9	13	4.9	41	15.6	74	28.1	130	49.4	263	100.0
S17 Project Management	9	1.4	29	4.5	55	8.6	186	28.9	364	56.6	643	100.0
S18 On-site Project Mgmt	7	1.4	23	4.7	56	11.5	128	26.2	275	56.2	489	100.0
S19 Project Documents (1354, 1391..)	6	1.3	17	3.7	57	12.3	156	33.7	227	49.0	463	100.0
S20 Funds Management	8	1.4	20	3.4	69	11.7	188	31.9	305	51.7	590	100.0
S21 Cost Estimating	9	1.5	29	4.9	110	18.6	179	30.3	263	44.6	590	100.0
S22 Change Mgmt (Mods etc)	12	2.1	27	4.7	70	12.2	183	31.8	284	49.3	576	100.0
S23 Contracting Services	7	1.2	22	3.7	76	12.7	177	29.6	316	52.8	598	100.0
S24 A/E Services	6	1.4	17	4.0	41	9.6	133	31.0	232	54.1	429	100.0
S25 Engineering Design Quality	5	1.2	14	3.4	48	11.7	154	37.7	188	46.0	409	100.0
S26 Construction Quality	3	0.8	9	2.3	48	12.0	137	34.3	203	50.8	400	100.0
S27 Timely Construction	14	3.4	30	7.2	91	22.0	116	28.0	163	39.4	414	100.0
S28 Construction Turnover	7	2.1	15	4.5	54	16.1	112	33.3	148	44.0	336	100.0
S29 Warranty Support	4	1.2	10	3.1	51	15.8	99	30.7	158	49.1	322	100.0
S30 End-user Satisfaction	3	0.7	8	1.9	47	11.4	146	35.4	209	50.6	413	100.0
S31 Maintainability	2	0.6	8	2.4	61	18.3	115	34.4	148	44.3	334	100.0
S32 Energy Conserv (LEED..)	2	0.5	4	1.1	49	13.2	111	30.0	204	55.1	370	100.0

**Table B-3: Mean Satisfaction Scores by Stakeholder Group**

Item	Air Force		Army		DoD Other		IIS		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.54	192	4.48	308	4.32	132	4.43	89	4.46	721
S2 Manages Effectively	4.34	193	4.26	310	4.05	133	4.23	87	4.24	723
S3 Treats You as Team Member	4.56	193	4.54	314	4.44	132	4.47	89	4.52	728
S4 Resolves Your Concerns	4.42	192	4.38	315	4.20	133	4.31	89	4.35	729
S5 Timely Service	4.21	193	4.11	312	3.92	132	4.13	91	4.10	728
S6 Quality Product	4.43	193	4.40	310	4.21	131	4.30	87	4.36	721
S7 Reasonable Cost	4.24	182	4.03	300	4.00	128	3.93	85	4.07	695
S8 Displays Flexibility	4.47	194	4.42	314	4.30	133	4.31	89	4.40	730
S9 Keeps You Informed	4.43	195	4.38	313	4.21	134	4.27	90	4.35	732
S10 Your Future Choice	4.37	187	4.32	310	4.15	129	4.18	88	4.29	714
<b>S11 Overall Satisfaction</b>	4.42	195	4.34	312	4.12	134	4.24	90	4.31	731
S12 Planning (Charettes, Master ..)	4.43	109	4.38	183	4.27	83	4.15	46	4.34	421
S13 Investigations/Inspections (Non-Env)	4.40	60	4.31	142	4.43	63	4.45	38	4.37	303
S14 Environmental Studies	4.42	84	4.56	149	4.57	53	4.37	41	4.50	327
S15 Environmental Compliance	4.40	83	4.57	150	4.56	50	4.42	38	4.51	321
S16 Real Estate	4.35	54	4.10	136	4.32	50	4.00	23	4.18	263
S17 Project Management	4.43	172	4.39	265	4.21	125	4.25	81	4.35	643
S18 On-site Project Mgmt	4.35	124	4.31	198	4.18	107	4.47	60	4.31	489
S19 Project Documents (1354, 1391..)	4.31	117	4.27	194	4.20	97	4.20	55	4.25	463
<b>S20 Funds Management</b>	4.40	154	4.36	242	4.16	120	4.07	74	4.29	590
S21 Cost Estimating	4.24	157	4.13	247	3.94	114	4.06	72	4.12	590
S22 Change Mgmt (Mods etc)	4.22	152	4.31	242	4.06	120	4.16	62	4.22	576
<b>S23 Contracting Services</b>	4.52	157	4.30	258	4.10	114	4.09	69	4.29	598
S24 A/E Services	4.43	111	4.36	175	4.19	91	4.21	52	4.32	429
S25 Engineering Design Quality	4.27	106	4.27	169	4.20	89	4.09	45	4.24	409
S26 Construction Quality	4.33	107	4.34	169	4.24	80	4.39	44	4.32	400
S27 Timely Construction	4.04	112	3.92	168	3.89	87	3.77	47	3.93	414
S28 Construction Turnover	4.23	93	4.17	138	3.91	70	4.11	35	4.13	336
S29 Warranty Support	4.30	87	4.25	133	4.15	71	4.16	31	4.23	322
S30 End-user Satisfaction	4.43	110	4.38	168	4.16	94	4.29	41	4.33	413
S31 Maintainability	4.27	94	4.12	139	4.18	72	4.34	29	4.19	334
<b>S32 Energy Conserv (LEED..)</b>	4.57	104	4.31	160	4.36	73	4.21	33	4.38	370

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

**Table B-4: Mean Satisfaction Scores by Work Category**

Item	Construction		Environmental		Real Estate		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>S1 Seeks Your Requirements</b>	4.37	332	4.63	177	4.38	84	4.50	128	4.46	721
<b>S2 Manages Effectively</b>	4.03	335	4.65	178	4.24	84	4.21	126	4.24	723
<b>S3 Treats You as Team Member</b>	4.44	338	4.71	178	4.49	83	4.47	129	4.52	728
<b>S4 Resolves Your Concerns</b>	4.20	337	4.66	179	4.40	84	4.28	129	4.35	729
<b>S5 Timely Service</b>	3.89	336	4.52	180	4.04	84	4.14	128	4.10	728
<b>S6 Quality Product</b>	4.16	334	4.70	176	4.48	84	4.33	127	4.36	721
<b>S7 Reasonable Cost</b>	3.86	324	4.45	175	4.12	74	4.03	122	4.07	695
<b>S8 Displays Flexibility</b>	4.25	338	4.69	179	4.42	84	4.38	129	4.40	730
<b>S9 Keeps You Informed</b>	4.25	339	4.60	180	4.29	83	4.28	130	4.35	732
<b>S10 Your Future Choice</b>	4.15	329	4.59	178	4.26	80	4.24	127	4.29	714
<b>S11 Overall Satisfaction</b>	4.16	339	4.64	178	4.29	84	4.25	130	4.31	731
<b>S17 Project Management</b>	4.20	329	4.65	161	4.45	42	4.30	111	4.35	643
<b>S19 Project Documents (1354, 1391..)</b>	4.17	276	4.63	80	4.13	38	4.25	69	4.25	463
<b>S20 Funds Management</b>	4.16	302	4.66	147	4.26	39	4.17	102	4.29	590
<b>S21 Cost Estimating</b>	3.89	310	4.59	145	4.30	37	4.05	98	4.12	590
<b>S22 Change Mgmt (Mods etc)</b>	3.98	302	4.57	145	4.58	33	4.28	96	4.22	576
<b>S23 Contracting Services</b>	4.11	298	4.60	156	4.53	47	4.25	97	4.29	598
<b>S24 A/E Services</b>	4.19	262	4.70	82	4.68	25	4.25	60	4.32	429

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

**Table B-5: Responses by Division & Survey Year FY08-17**

<u>MSC</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
AED	13	12	0	0	0	0	0	0	0	0	25
GRD	18	16	0	0	0	0	0	0	0	0	34
LRD	82	55	67	91	82	56	52	52	60	56	653
MVD	31	39	39	28	25	24	17	27	21	20	271
NAD	164	200	214	231	203	181	175	119	120	134	1741
NWD	186	152	120	145	125	134	94	115	119	103	1293
POD	87	117	102	112	125	79	81	82	62	73	920
SAD	185	209	218	232	252	223	217	187	151	145	2019
SPD	89	127	140	128	128	139	145	105	74	84	1159
SWD	65	119	187	175	156	139	120	110	123	95	1289
TAC	38	34	0	0	0	0	0	0	0	0	72
TAD	0	0	65	112	64	53	40	28	27	28	417
Total	958	1080	1152	1254	1160	1028	941	825	757	738	9893

AED, GRD & TAC reorganized under TAD in FY10.

**Table B-6: Responses by District & Survey Year FY08-17**

District	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	Total
AED	13	12	0	0	0	0	0	0	0	0	25
GRD	18	16	0	0	0	0	0	0	0	0	34
LRB	5	3	10	8	5	6	0	0	0	0	37
LRC	3	4	1	1	0	0	0	0	0	0	9
LRE	7	1	8	9	7	5	3	0	6	2	48
LRH	19	13	10	11	18	10	4	6	10	6	107
LRL	40	28	31	52	46	28	43	40	39	38	385
LRN	7	6	7	10	6	7	2	6	5	10	66
LRP	1	0	0	0	0	0	0	0	0	0	1
MVP	10	8	4	4	0	0	0	0	0	0	26
MVR	6	16	13	13	10	9	7	12	11	5	102
MVS	15	15	22	11	15	15	10	15	10	15	143
NAB	35	46	55	43	35	27	33	31	36	40	381
NAE	3	3	3	5	11	7	10	6	10	13	71
NAN	23	28	40	41	40	43	35	10	15	14	289
NAO	31	41	32	50	27	28	29	25	19	13	295
NAP	30	25	16	21	21	16	13	13	7	12	174
NAU	42	57	68	71	69	60	55	34	33	42	531
NWK	20	26	20	37	31	35	30	29	34	31	293
NWO	92	83	78	64	55	44	51	59	59	50	635
NWS	74	43	22	44	39	55	13	27	26	22	365
POA	39	50	44	47	40	26	28	33	30	29	366
POF	22	18	16	25	31	15	14	18	6	21	186
POH	8	21	17	20	23	15	16	17	11	10	158
POJ	18	28	25	20	31	23	23	14	15	13	210
SAC	1	17	18	31	37	31	27	21	21	17	221
SAJ	8	5	26	20	31	31	27	11	8	9	176
SAM	106	124	118	130	133	113	106	113	94	87	1124
SAS	64	61	54	44	40	42	47	32	20	21	425
SAW	6	2	2	7	11	6	10	10	8	11	73
SPA	17	37	38	16	33	25	21	13	9	7	216
SPK	42	53	62	75	54	54	48	40	38	35	501
SPL	30	37	40	37	41	60	76	52	27	42	442
SWF	27	73	131	114	89	76	56	66	71	48	751
SWL	14	14	13	19	22	23	23	18	13	21	180
SWT	24	32	43	42	45	40	41	26	39	26	358
TAA	0	0	0	0	0	6	0	0	0	0	6
TAC	38	34	0	0	0	0	0	0	0	0	72
TAG	0	0	10	0	0	0	0	0	0	0	10
TAM	0	0	33	43	50	47	40	28	27	28	296
TAN	0	0	18	43	12	0	0	0	0	0	73
TAS	0	0	4	26	2	0	0	0	0	0	32
Total	958	1080	1152	1254	1160	1028	941	825	757	738	9893

**Notes:**

AED & GRD began participating in survey in FY06.

AED, GRD & TAC reorganized under TAD in FY10.

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

TAG closed in FY12.

TAS & TAN merged into TAA in FY13.

TAA Ceased participation on Survey in FY14

## **APPENDIX C**

### **Stakeholder Demographics**

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

<u>Air Force Other Cmd</u>	<u>Count</u>	<u>Percent</u>
AF Global Strike Cmd	7	28.00
AF Med Support Agency	1	4.00
AFIMSC	1	4.00
AFPET	1	4.00
AFSOC	1	4.00
AFSPC	3	12.00
Air National Guard	4	16.00
EUCOM	1	4.00
OSC-I	1	4.00
Secretary of the Air Force	1	4.00
USAFE	4	16.00
Total	25	100.00

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

<u>Army Other Cmd</u>	<u>Count</u>	<u>Percent</u>
7ATC	1	1.9
AEC	4	7.7
AMCOM	1	1.9
ARCYBER	1	1.9
ARNORTH	2	3.8
ATEC	2	3.8
FORSCOM	2	3.8
IMCOM	11	21.2
INSCOM	5	9.6
NETCOM	3	5.8
SDDC	1	1.9
TRADOC	2	3.8
Unknown	2	3.8
USAASC	1	1.9
USACE	1	1.9
USACE	4	7.7
USAEUR	2	3.8
USAG	1	1.9
USARAF	1	1.9
USARAK	1	1.9
USARSO	2	3.8
USFK	1	1.9
West Point	1	1.9
Total	52	100.0

**Table C-3: Joint/Combat Commands –Details**

<u>Joint/Combat Commands</u>	<u>Count</u>	<u>Percent</u>
CENTCOM	2	6.5
Joint Combat Commands - Other	15	48.4
SOCOM	10	32.3
SOUTHCOM	4	12.9
Total	31	100.0

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

<u>DoD - Other Commands</u>	<u>Count</u>	<u>Percent</u>
Marine Corps	19	14.7
Navy	39	30.2
DLA	27	20.9
DOD - Other	44	34.1
Total	129	100.0

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

<u>Work Category - Other</u>	<u>Count</u>	<u>%</u>	<u>Work Category - Other</u>	<u>Count</u>	<u>%</u>
1391 Development	1	1.2	Design, Project planing & solicitation	1	1.2
Aerial Imagery	1	1.2	Dredging Services	1	1.2
Aerial Photo collection	1	1.2	Engineering & Project Mgmtt	1	1.2
All Services	3	3.7	Engineering Services	2	2.5
Architect/Engineering	2	2.5	Environmental and Construction	1	1.2
BRAC	1	1.2	Exhibit Design, Fabrication and Installation	1	1.2
Community Involvement	1	1.2	FMS	5	6.2
Condition Assessments	2	2.5	Forestry Mgmt	1	1.2
construct landfill cover, riverbank stablz & wetland treatmnt	1	1.2	FSRM,MILCON,D&C	1	1.2
Construction Planning	1	1.2	Geospatial Services	3	3.7
Consulting & Procurement	1	1.2	Housing Support	1	1.2
Contracting Services	3	3.7	Imagery Acquisition and GIS Services	1	1.2
Cost Estim'g & Project Mgmtt	1	1.2	Imagery/Mapping & Design Services	1	1.2
Cost Estimating	1	1.2	Imagery/Mapping Services	1	1.2
Cultural Resources/Curation Support	2	2.5	IO&T Services	6	7.4
Dam risk assessment	1	1.2	Ireland Trail Fence, Traffic Signal	1	1.2
Design and Construction	2	2.5	Knowledge transfer	1	1.2
Design and Cost Estimation	1	1.2	Master Planning	2	2.5
Design Services	4	4.9	Mega Project Oversight	1	1.2
Design Services & Procurement	1	1.2	MMRP	2	2.5
Design, Construction, MATOC, JOC	1	1.2	Navy recruiting Stations	1	1.2
			Total	67	100

**Table C-6: Air Force Stakeholder Organizations**

<u>Air Force Stakeholder Organizations</u>	<u>Count</u>	<u>Percent</u>
12 AF (AFSOUTH)	1	0.5
2 BW	1	0.5
354 CES	1	0.5
452 MSG	1	0.5
49 CES	1	0.5
52 CES	1	0.5
611 CES	1	0.5
7AF	1	0.5
97 AMW/CES	1	0.5
AF Health Facilities Division	1	0.5
AFCEC	21	10.8
AFIMSC Det 9 (AMC)	1	0.5
AFLCMC/EZVP	1	0.5
AFRL	2	1.0
AFRWRS	2	1.0
AFSAC	1	0.5
AFSPC	1	0.5
Air Force	1	0.5
Air Force Petroleum Agency	1	0.5
Air Force Recruiting Service	2	1.0
ANGRC (National Guard Bureau)	1	0.5
Arnold AFB/JBCHS ISS	1	0.5
Beale AFB	4	2.1
Bellows AFS	1	0.5
BRAC	1	0.5
CIB	1	0.5
DHA	1	0.5
Davis-Monthan AFB	1	0.5
Dobbins ARB	1	0.5
Dover AFB	2	1.0
DYESS AFB	1	0.5
Edwards AFB	7	3.6
Eglin AFB	5	2.6
Eielson AFB	4	2.1
Ellsworth AFB	1	0.5
F. E. Warren AFB	1	0.5
Fairchild AFB	1	0.5
Former Reese AFB	2	1.0
Fort Eustis	1	0.5
Goodfellow AFB	1	0.5
Grand Forks AFB	1	0.5

<u>Air Force Stakeholder Organizations</u>	<u>Count</u>	<u>Percent</u>
Hanscom AFB	4	2.1
Headquarters	1	0.5
Homestead ARB	1	0.5
Hurlburt Field	2	1.0
Incirlik AB	1	0.5
IST	1	0.5
JB Andrews	1	0.5
JB San Antonio	1	0.5
JB McGuire-Dix-Lakehurst	4	2.1
JB Elmendorf-Richardson	8	4.1
JB San Antonio	5	2.6
JB San Antonio-Lackland	7	3.6
JB San Antonio-Randolph	6	3.1
JB Charleston	1	0.5
Kadena AB	2	1.0
Kirtland AFB	1	0.5
Little Rock AFB	1	0.5
Luke AFB	3	1.5
MacDill AFB	2	1.0
Malmstrom AFB	1	0.5
Maxwell AFB	2	1.0
McClellan AFB	1	0.5
McConnell AFB	5	2.6
Minot AFB	1	0.5
Moody AFB	3	1.5
Mountain Home AFB	2	1.0
Multiple Airfields	2	1.0
Nellis AFB	2	1.0
NGB/A4AN	1	0.5
Niagara Falls ARS	2	1.0
Offutt AFB	3	1.5
Osan AB	2	1.0
OSC-I	1	0.5
Pacific Division	1	0.5
Patrick AFB	1	0.5
Pease Air National Guard Base	1	0.5
Pentagon	1	0.5
Peterson AFB	2	1.0
Pittsburgh	1	0.5
Ramstein AB	3	1.5
Robins AFB	4	2.1
Scott AFB	1	0.5
Sheppard AFB	1	0.5
Smoky Hill AFB	1	0.5

<u>Air Force Stakeholder Organizations</u>	<u>Count</u>	<u>Percent</u>
Spangdahlem AB	1	0.5
Stuttgart Army Garrison	1	0.5
Tinker AFB	2	1.0
Travis AFB	2	1.0
Tyndall AFB	1	0.5
Unknown	2	1.0
Vandenberg AFB	1	0.5
Whiteman AFB	2	1.0
Wright-Patterson AFB	4	2.1
Total	195	100.0

**Table C-7: Army Stakeholder Organizations**

<u>Army Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
120NG	1	0.4
249th EN BN C Co	1	0.4
401st Army Field Support Brigade	1	0.4
501st Military intelligence Brigade	1	0.4
6F	1	0.4
78 Signal Battalion	1	0.4
ACSIM	8	2.8
APG	1	0.4
ARIMD OCAR	1	0.4
Army National Guard	14	4.9
Army Environmental Command (USAEC)	7	2.5
Army Research Lab	1	0.4
Arlington National Cemetery	1	0.4
Army Environmental Command	3	1.1
Army Reserves	12	4.2
ASG-Kuwait	1	0.4
Bluegrass Station	1	0.4
BRAC	2	0.7
Camp Edwards	1	0.4
Camp Humphreys	1	0.4
Carlisle Barracks	2	0.7
Corpus Cristi Army Depot	1	0.4
CRREL	1	0.4
CSTC-A	1	0.4
DCSENG	1	0.4
Defense Health Agency	1	0.4
Detroit Arsenal	2	0.7
DHFPO-E	1	0.4
DPTMS	1	0.4
Directorate of Public Works (DPW)	11	3.9
ECJ9-JICTC-CNT	1	0.4
ERDC	1	0.4
Ft AP Hill	2	0.7
Ft Belvoir	2	0.7
Ft Benning	4	1.4
Ft Bliss	2	0.7
Fort Bliss	2	0.7
Ft Bragg	10	3.5
Ft Campbell	2	0.7
Ft Carson	2	0.7
Ft Detrick	2	0.7

<u>Army Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
Ft Drum	5	1.8
Ft Gordon	6	2.1
Ft Hamilton	1	0.4
Ft Hood	6	2.1
Ft Huachuca	3	1.1
Ft Hunter Liggett	2	0.7
Ft Indiantown Gap	1	0.4
Ft Irwin	4	1.4
Ft Jackson	1	0.4
Ft Knox	1	0.4
Ft Leavenworth	2	0.7
Ft Lee	5	1.8
Ft Leonard Wood	1	0.4
Ft McClellan	2	0.7
Ft Ord	1	0.4
Ft Polk	2	0.7
Ft Riley	1	0.4
Ft Rucker	4	1.4
Ft Sam Houston	4	1.4
Ft Shafter	1	0.4
Ft Sill	2	0.7
Ft Wainwright	3	1.1
Ft Knox	4	1.4
Ft Stewart	1	0.4
HFGPA	3	1.1
Holston AAP	2	0.7
HQDA G4	2	0.7
ID Sustainment	1	0.4
IMCOM	5	1.8
JB Elmendorf-Richardson	1	0.4
JB Lewis McChord	2	0.7
JB Lewis McChord-Yakima Training Ctr	1	0.4
JB Myer-Henderson Hall	1	0.4
JB San Antonio-Ft Sam Houston	1	0.4
Joint Force Headquarters	1	0.4
McAlester AAP	1	0.4
Medical Recruiting BDE	1	0.4
Medical Research and Materiel Command	1	0.4
Milan AAP	1	0.4
Military Ocean Terminal-Concord	2	0.7
Military Ocean Terminal-Sunny Point	5	1.8
Missile Defense Agency	1	0.4
NA	1	0.4
ODASA(ESOH) Munitions and Chemical Matters	1	0.4

<u>Army Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
ODCSEDNG	1	0.4
Office of the Chief, Army Reserve	1	0.4
Pacific Region	1	0.4
Papago Park Military Reservation	1	0.4
Parks Reserve Forces Training Area	1	0.4
Pueblo Chemical Depot	1	0.4
PEO Missiles and Space	1	0.4
Picatinny Arsenal	1	0.4
Pine Bluff Arsenal	1	0.4
Presidio of Monterey	2	0.7
Pueblo Chemical Depot	1	0.4
Radford Army Ammunition Plant	1	0.4
RCI & Housing Division	1	0.4
Recruiting	1	0.4
Red River Army Depot	3	1.1
Redstone Arsenal	2	0.7
Regional Health Command Pacific	1	0.4
RHC-A	2	0.7
RHC-C	2	0.7
Rivanna Station/NGIC	1	0.4
Red River Army Depot	1	0.4
SAC	1	0.4
SAM-D Huntsville, AL	1	0.4
SDDC	1	0.4
Sierra Army Depot	2	0.7
SOCEUR	1	0.4
Soldier Systems Center Natick	1	0.4
Soto Cano AB	1	0.4
SOUTHCOM	2	0.7
Sunflower AAP	1	0.4
SUSLAK	1	0.4
TACOM/AMC	1	0.4
Tobyhanna Army Depot	1	0.4
Tooele Army Depot	1	0.4
Tripler Army Medical Center	1	0.4
TSAE	1	0.4
Umatilla Chemical Depot	2	0.7
Unknown	33	11.7
US Army	2	0.7
US Army Acquisition Center of Excellence	1	0.4
US Army Health Facility Planning Agency	7	2.5
USACMA	1	0.4
USACE	1	0.4
USAG Ansbach	1	0.4

<u>Army Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
USAG Bavaria	1	0.4
USAG Benelux	2	0.7
USAG Daegu	4	1.4
USAG Hawaii	1	0.4
USAG Stuttgart	4	1.4
USAG Wiesbaden	1	0.4
USAG Yongsan	1	0.4
Total	316	100

**Table C-8: Other DOD Stakeholder Organizations**

<u>DoD Organizations</u>	<u>Count</u>	<u>Percent</u>
BUMED	4	2.9
Camp H.M.Smith	1	0.7
DCMA	1	0.7
DeCA	2	1.5
Defense Health Agency	1	0.7
Defense POW/MIA Accounting Agency	1	0.7
DFAS	1	0.7
DIA	2	1.5
DISA	6	4.4
DLA	24	17.6
DoDEA	7	5.1
Energy Installations and Environment	1	0.7
Eskan Village AFB	1	0.7
Facilities, MILCON & Evt Mgm Directorate	1	0.7
Ft Belvoir	1	0.7
Ft McNair	1	0.7
GDMW	1	0.7
Global Deployment Program Office	1	0.7
Groundwater Study Program	1	0.7
Marine Corps	19	14.0
Missile Defense Agency	5	3.7
Natl Reconnaissance Office	1	0.7
NGA	3	2.2
NSA	2	1.5
Office of Defense Cooperation-Panama	1	0.7
Office of Military Cooperation-Kuwait	1	0.7
OSD	1	0.7
Pentagon	1	0.7
R4	1	0.7
Redstone Arsenal	2	1.5
SOCOM	3	2.2
SOC SOUTH	2	1.5
SOUTHCOM	1	0.7
State Dept	1	0.7
US Navy	30	22.1
Vandenberg AFB	1	0.7
Washington HQ Services	2	1.5
White Sands Missile Range	1	0.7
Total	136	100.0

**Table C-9: IIS Stakeholder Organizations**

<u>IIS Stakeholder Organizations</u>	<u>Count</u>	<u>Percent</u>
American Battle Monuments Commission	1	1.1
BLM	1	1.1
Bonneville Power Administration	1	1.1
BRAC	1	1.1
Brazil - CODEVASF	1	1.1
Catholic Community Services of Washington	1	1.1
Coast Guard	4	4.4
DHS	1	1.1
DHS - CBP	10	11.0
DNIT	1	1.1
DOE	18	19.8
DOI	2	2.2
Egyptian Navy Armament Department	2	2.2
EPA	11	12.1
FAA	1	1.1
FDA	1	1.1
FEMA	2	2.2
Iraq Air Force (IqAF)	2	2.2
Iraqi Navy	1	1.1
Israeli MOD	1	1.1
Kuwait MOD-Apache Facility	1	1.1
Mississippi DEQ	1	1.1
NASA	3	3.3
National Park Service	1	1.1
Non-DoD	1	1.1
Royal Jordania Air Force	1	1.1
Royal Saudi Land Forces Aviation Command	1	1.1
State Dept	1	1.1
Tennessee Valley Authority	2	2.2
US Secret Service	1	1.1
USDA	1	1.1
USDA - Forest Service	1	1.1
US Fish and Wildlife Service	1	1.1
VA	12	13.2
Total	91	100.0

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