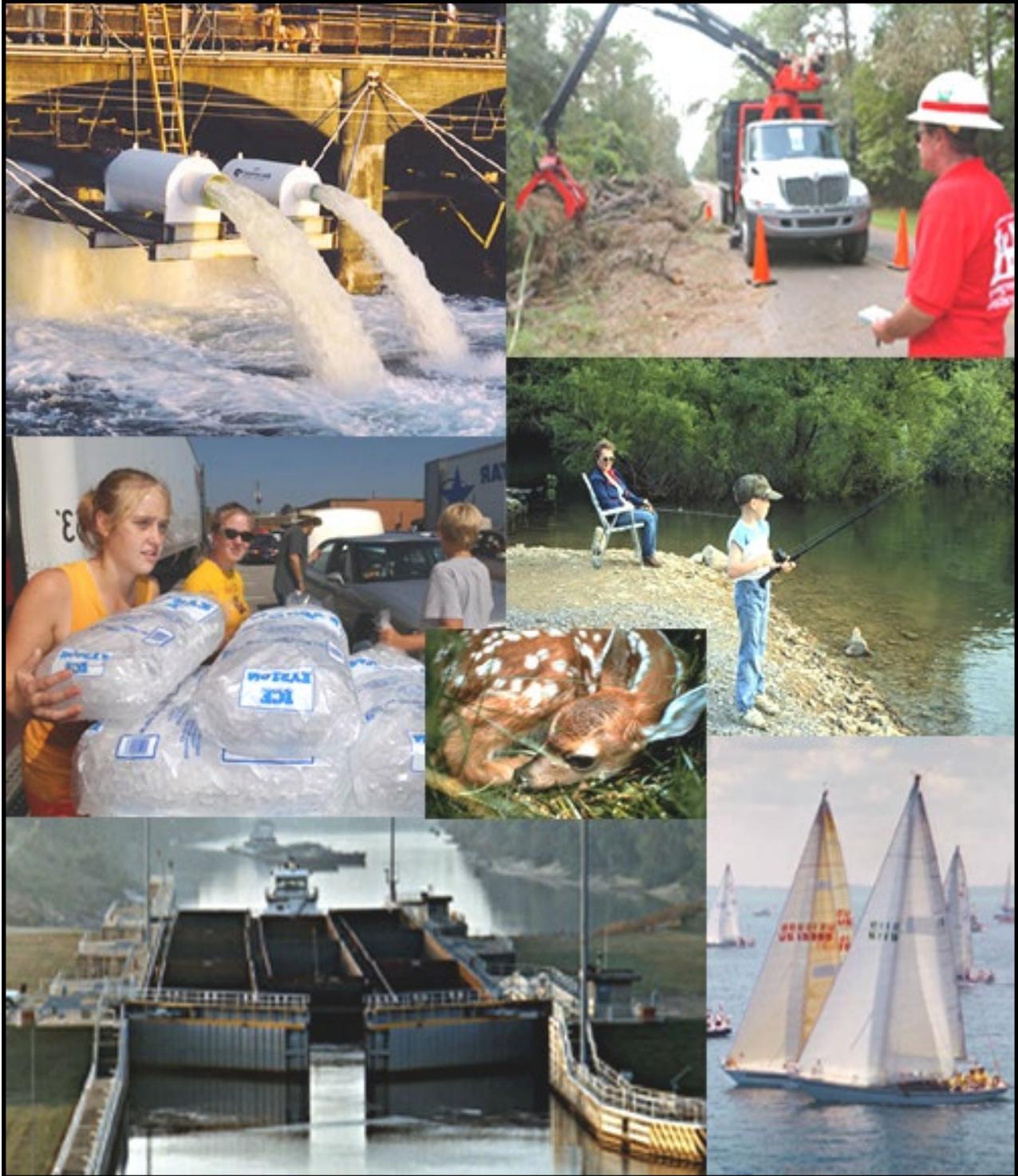




US Army Corps
of Engineers

2018 CIVIL WORKS PROGRAMS STAKEHOLDER SATISFACTION SURVEY



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USACE Organization Symbols¹

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

¹ Organizations participating in 2018 Survey highlighted.

EXECUTIVE SUMMARY

Survey Participation

The twelfth annual (2018) Civil Works Programs Stakeholder Satisfaction Survey has been completed. A total of 892 responses were tabulated in the 2018 survey, a decrease of 14.0% from last year's 1,037 responses. Of these 892 responses, 20 were additional surveys from stakeholders evaluating multiple projects within a district. The Corps-wide response rate was 40.7%, sufficient to make statistical inferences within an estimated sampling error of 2.22%. The response rate of 40.7% was nearly identical to last year's 40.6%. The sample population declined 14.2% this year (from 2,496 to 2,142). The sample population includes (i) the number of stakeholders invited to participate and (ii) other legitimate stakeholders who voluntarily participate in the survey.

Survey managers categorized respondents as either customers or stakeholders. Of the 892 respondents, 844 were categorized and 48 were not categorized. Of these 844 respondents, 65% were categorized as 'Customers' and 35% as 'Stakeholders'.

Survey managers identified the business line of 847 of 892 respondents. Of these 847 respondents, the highest percentages were 'Flood Risk Management' (29%), 'Environmental' (23%) and 'Navigation' (20%). Next were stakeholders with 'Multiple' business lines (8%), and the remainder were 'Recreation' (5%), 'Water Quality/Supply' (4%), 'Emergency Management' (3%), and 'Other N/A' (8%).

Survey managers identified the project phase of 841 of 892 respondents. Of these 841 respondents, the highest percentages were 'Operation & Maintenance' (26%), 'Construction' (17%), 'Multiple' (17%) and 'Feasibility' (16%). Next were stakeholders with 'Planning, Engineering & Design' (8%), 'Reconnaissance' (3%), and 'Other N/A' (13%).

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

Service Areas

As in previous years, stakeholders were asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, problem solving and cost. The 24 individual survey items were aggregated into one of eight groups (scales): 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. In addition, a Composite Index score was generated for each

respondent.

This year the survey invitations included language to better elicit responses directly related to each district's performance (as opposed to the entire Corps of Engineers). This language served to eliminate ambiguity in a few of the survey questions. No survey questions were changed or eliminated.

All scale means this year were 'Green' (mean score ≥ 4.00). The mean Composite score was 4.46² (compared to last year's 4.41). The highest rated scale was 'Staff' at 4.59. The highest rated individual survey item was 'Treats Me As Team Member' at 4.69 (with 95.1% high ratings and 1.3% low ratings). The next most prolific items rated high were 'Technical Competency' at 4.68 (with 96.9% high ratings and 0.6% low ratings), 'Responsiveness' at 4.62 (with 94.3% high ratings and 2.0% low ratings) and 'Listening to My Needs' at 4.59 (with 94.4% high ratings and 2.4% low ratings).

The items receiving attention for the most frequent low ratings were 'Cost Of Services' at 4.07 (with 74.1% high ratings and 4.6% low ratings), 'Meets My Schedule' at 4.23 (with 82.2% high ratings and 5.2% low ratings), 'Timely Service' at 4.25 (with 83.0% high ratings and 4.6% low ratings) and 'Focus On My Budget' at 4.24 (with 81.5 high ratings and 4.0% low ratings). Despite getting some low ratings, all these items scored 'Green' (≥ 4.00).

There are three items which are considered 'bottom line' indicators of customer satisfaction. They are 'Your Overall Customer Satisfaction', 'Would Recommend the Corps' and 'Would be Your Choice for Future Services'. These items received from 89.4% to 92.8% high ratings. For comparison, these same items received from 2.2% to 2.9% low ratings. Ratings of 'Neutral' (as opposed to 'High' or 'Low') were received from 7.8% of respondents for 'Would be Your Choice for Future Services' and 5.8% for 'I Recommend the Corps'. 'Neutral' is a rating of 3 out of a possible 5. 'Low' is a rating of 1 or 2. 'High' is a rating of 4 or 5.

Stakeholder Groups

Comparative analyses of ratings by stakeholder classification (Customer vs Stakeholder) were studied among the eight satisfaction scales and the Composite Index. The only statistically significant differences were that 'Attitude' and 'Overall' rated higher among customers than stakeholders (both subgroups were rated 'Green'). No mean scores fell below 'Green' for either subgroup. In fact, the difference in Composite Index ratings between the two categories was under 1.7%.

The comparison ratings by business line found statistically significant differences for the 'Communication' satisfaction scale. Environmental and Recreation stakeholders rated

² Survey items are rated on a 5-point Likert scale where 1=Very Dissatisfied & 5=Very Satisfied.

'Communication' higher than Navigation and Water Quality stakeholders did. There were no statistical differences for any of the other satisfaction scales. Mean scores were 'Green' for all satisfaction scales across all business line subgroups.

The comparison ratings by project phase found statistically significant differences for the 'Attitude' satisfaction scale. Recon and PE&D (Planning, Engineering & Design) stakeholders rated 'Attitude' higher than Construction and O&M (Operations & Maintenance) stakeholders did. There were no statistical differences for any of the other satisfaction scales. Although ratings for the Recon phase appeared high by comparison, the sample size of respondents selecting Recon was too low to draw any other statistical inferences from. Mean scores were 'Green' for all satisfaction scales across all project phase subgroups.

Trends

Although this year's ratings for the different subgroups (such as the business line and project phase subgroups) were largely uniform, analyses of trends over time indicate significant change. Ratings for the most recent two years (2017 and 2018) continue to exhibit an upward trend that began six years ago (2012). These gains have been solidified over almost all scales and individual survey items. In comparing this year's ratings to the ratings for the three-year span from 2009 to 2011, this year's scores were statistically superior for 22 of the 24 individual survey items.

Among the eight scales, 'Staff' is consistently rated highest each year, while 'Timeliness' and 'Cost' are rated lowest each year. Over the previous ten years, 'Composite' score (over all survey items) steadily improved from 4.29 (2009) to 4.46 (2018).

General Remarks

Corporately Civil Works Program stakeholders are largely satisfied with Corps' services. 'Cost' and 'Timeliness' are the two greatest sources of concern for Civil Works stakeholders. These measures appear to be related to Corps requirements, as well as the Federal funding process. These are systemic problems reaching across all districts and business lines. Measures of 'Staff' services and other relationship dynamics ('Collaboration') consistently receive the highest ratings. This confirms the strong partnerships that exist between Corps staff and their stakeholders.

§1. INTRODUCTION

§1.1 BACKGROUND

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

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

The Obama administration issued Executive Order 13571 in April 2011 (Streamlining Service Delivery and Improving Customer Service) again requiring government agencies to establish mechanisms to solicit customer feedback on Government services and using such feedback regularly to make service improvements.

This report summarizes the results of the Corps of Engineers Civil Works Programs Directorate Customer Satisfaction Survey. HQUSACE is the coordinating office for the Corps' survey and has appointed IWR (Institute of Water Resources) to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from Mr. James Dalton, Director of Civil and Emergency Operations Directorate (CECW), was transmitted to all Major Subordinate Commands (MSCs) in March 2019. The memo contained guidance for administration of the 2018 Survey within all districts having a CW mission. Districts were to complete administration of their customer survey by end of May 2019.

Each District was required to develop their customer list as a comprehensive enumeration of all organizations served by the district during calendar year 2018. Districts are responsible for integrating the survey process into ongoing management activities involving its stakeholders. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback. Districts were asked to publicize their results among district and MSC staff including the District benchmark report received from HQ, their analyses and summary of stakeholder comments.

The basic definition of a Civil Works (CW) 'customer' is any organizational representative who participated in the planning or execution of a CW project within the targeted calendar year. These are external agents with whom Corps staff has had significant interaction who can potentially impact or influence the successful execution of a Corps CW project. This includes

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

Traditional customers may include the following:

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

Stakeholders to be included on the customer list may include:

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

The following should generally be excluded from the survey:

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

§1.2. SURVEY METHODOLOGY

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

The 2018 survey instrument consisted of two sections. Section one solicited customer demographic information (customer name, organization, project name and district evaluated). Section two contained 24 satisfaction questions in a structured response format in which customer satisfaction was measured on a 5-point Likert scale as follows: 'Very Dissatisfied' (1), 'Dissatisfied' (2), 'Neutral' (3), 'Satisfied' (4) and 'Very Satisfied' (5). A text field solicited customer comments regarding each service area. Items were grouped within eight categories of services or scales. The scales included 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The survey also solicited general customer comments. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link: <http://ww3.sam.usace.army.mil/surveys/civilworks/survfrm.asp>.

§2. RESULTS OF 2018 SURVEY

§2.1 STAKEHOLDER DEMOGRAPHICS

The USACE Civil Works Program stakeholder base included 2,142 stakeholders; a 14.2% decrease compared to last year. There was notable variability among district population sizes. Population sizes ranged from as few as N=12 for Philadelphia District to a high of N=215 for New Orleans District.

A total of 892 surveys were completed and tabulated for the 2018 Civil Works Programs Stakeholder Satisfaction Survey. Many stakeholders have responsibility for multiple projects within a district. A few of these elected to submit more than one survey response to evaluate projects separately. Hence, the actual number of stakeholders used in these analyses is estimated to be 872.

The number of unique stakeholders was used to calculate response rates. The Corps-wide response rate was 40.7% for an estimated sampling error of 2.22 percent. Response rates varied among districts, ranging from 0.0% for Honolulu District to as high as 89.4% for Vicksburg District. The average response rate was 44.2% for larger (Tier I) districts (compared to 41.3% last year). The average response rate was 35.3% for smaller (Tier II) districts (compared to 39.7% last year). Classification of districts as Tier I or II is based on actual FY18 district program size (\$). Tier I districts had a program size of at least \$150 million while Tier II districts had program sizes less than \$150 million.

The importance of obtaining an unbiased representative sample cannot be overstated. In order to increase the reliability of the data collected and corresponding confidence in the conclusions drawn, it is critical for districts to survey their comprehensive CW customer population and to strive for as high a response rate as possible. The sampling error associated with a small sample from a small population can be surprisingly high, calling into question conclusions drawn from that data. At the corporate level we can have a great deal of confidence in our conclusions since our sampling error is very low. For example, if the overall Corps response rate had been 10.0% instead of 40.7% this year, the sampling error would have increased from 2.22% to 5.50%. At first glance this may not seem like much, but it more than doubles the potential for error. A higher response rate allows for more definitive conclusions to be drawn from the survey sample.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within Transatlantic Division as well as Europe, Far East and Japan Districts did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Division (MVD) at 33% followed by Northwest Division (NWD) at 17% and Great Lakes-Ohio River (LRD) at 15%.

New Orleans District led among districts at 10% of the Corps-wide sample followed by Vicksburg at 7%.

Corps Civil Works Divisions 2018

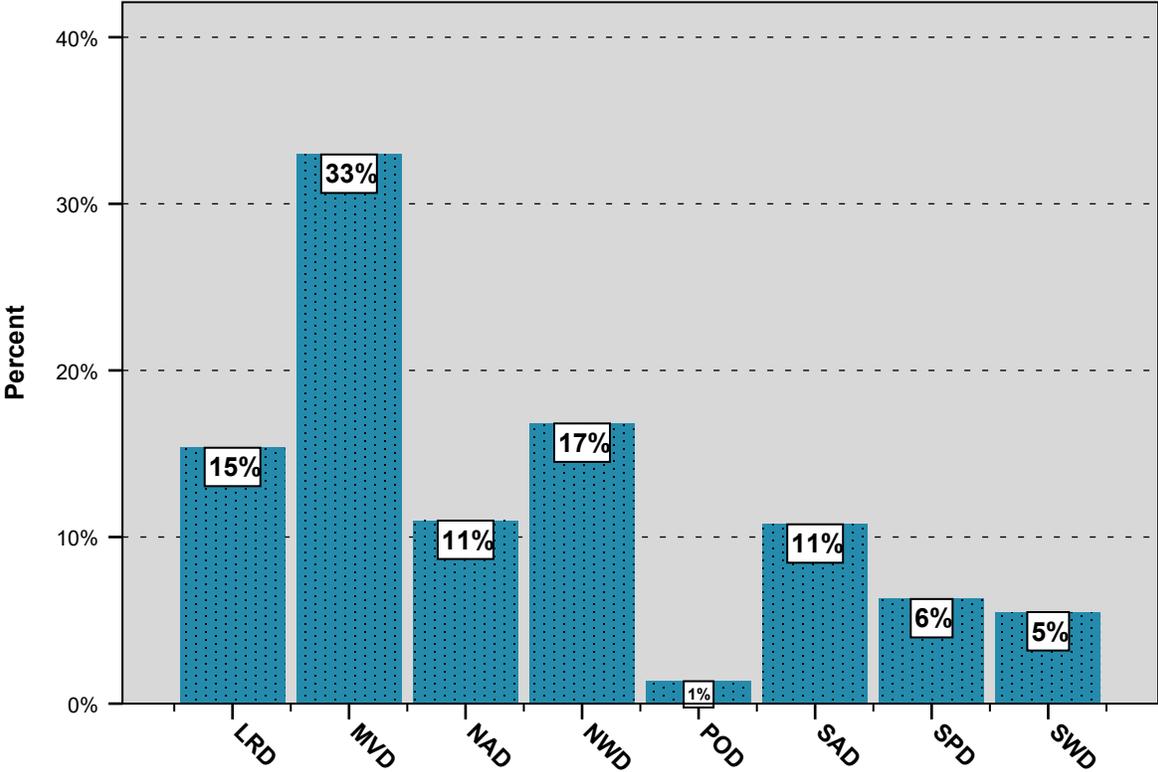


Figure 1: Corps Divisions

Table 1: Corps Divisions

<u>Division</u>	<u>Count</u>	<u>Percent</u>
Great Lakes / Ohio River (LRD)	137	15.4
Mississippi Valley (MVD)	294	33.0
North Atlantic (NAD)	98	11.0
North West (NWD)	150	16.8
Pacific Ocean (POD)	12	1.3
South Atlantic (SAD)	96	10.8
South Pacific (SPD)	56	6.3
South West (SWD)	49	5.5
Total	892	100.0

Table 2: Corps Districts

<u>District</u>	<u>Count</u>	<u>Percent</u>		<u>District</u>	<u>Count</u>	<u>Percent</u>
Alaska	12	1.3		New York	34	3.8
Baltimore	21	2.4		Norfolk	18	2.0
Buffalo	22	2.5		Omaha	19	2.1
Charleston	17	1.9		Philadelphia	5	0.6
Chicago	31	3.5		Pittsburgh	5	0.6
Detroit	28	3.1		Portland	32	3.6
Fort Worth	12	1.3		Rock Island	49	5.5
Galveston	9	1.0		Sacramento	16	1.8
Huntington	21	2.4		San Francisco	15	1.7
Jacksonville	29	3.3		Savannah	21	2.4
Kansas City	45	5.0		Seattle	29	3.3
Little Rock	19	2.1		St. Louis	57	6.4
Los Angeles	25	2.8		St. Paul	33	3.7
Louisville	18	2.0		Tulsa	9	1.0
Memphis	10	1.1		Vicksburg	59	6.6
Mobile	19	2.1		Walla Walla	25	2.8
Nashville	12	1.3		Wilmington	10	1.1
New England	20	2.2				
New Orleans	86	9.6		Total	892	100.0

An important consideration every year is whether each district included their entire customer base in the survey. If their list of invitees was not complete, then the data obtained cannot be used to characterize the level of satisfaction of their entire customer population. This was illustrated back in the 2010 survey, with respect to inclusion of stakeholders for the first time. Many districts failed to include all stakeholders with whom they worked in 2010. Since then, the level of compliance with this requirement has certainly improved. It is incumbent on the districts to afford their survey managers the necessary resources to identify as complete a customer base as possible.

Stakeholders generally comprise one third or more of the Civil Works customer base. The following table displays the classification of respondents as traditional customers versus stakeholders by MSC.

Table 3: Respondent Classification

<u>MSC</u>	<u>Customer</u>		<u>Stakeholder</u>		<u>Total</u>	
	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>
LRD	81	60.9	52	39.1	133	100.0
MVD	160	60.6	104	39.4	264	100.0
NAD	67	69.8	29	30.2	96	100.0
NWD	92	65.2	49	34.8	141	100.0
POD	10	100.0	0	0.0	10	100.0
SAD	67	69.8	29	30.2	96	100.0
SPD	44	78.6	12	21.4	56	100.0
SWD	28	58.3	20	41.7	48	100.0
Total	549	65.0	295	35.0	844	100.0

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

Flood Risk Management customers comprise the largest proportion of the 2018 sample at 29% followed by Environmental (23%), Navigation (20%), Recreation (5%) and Water Quality/Supply

(4%). The proportion of stakeholders in Multiple business lines was 8%, and those in other business lines were 7% or less each. Table 5 lists the project types for stakeholders entering 'Other' as a business line; this list has been minimally edited.

CECW Customers by Business Line 2018

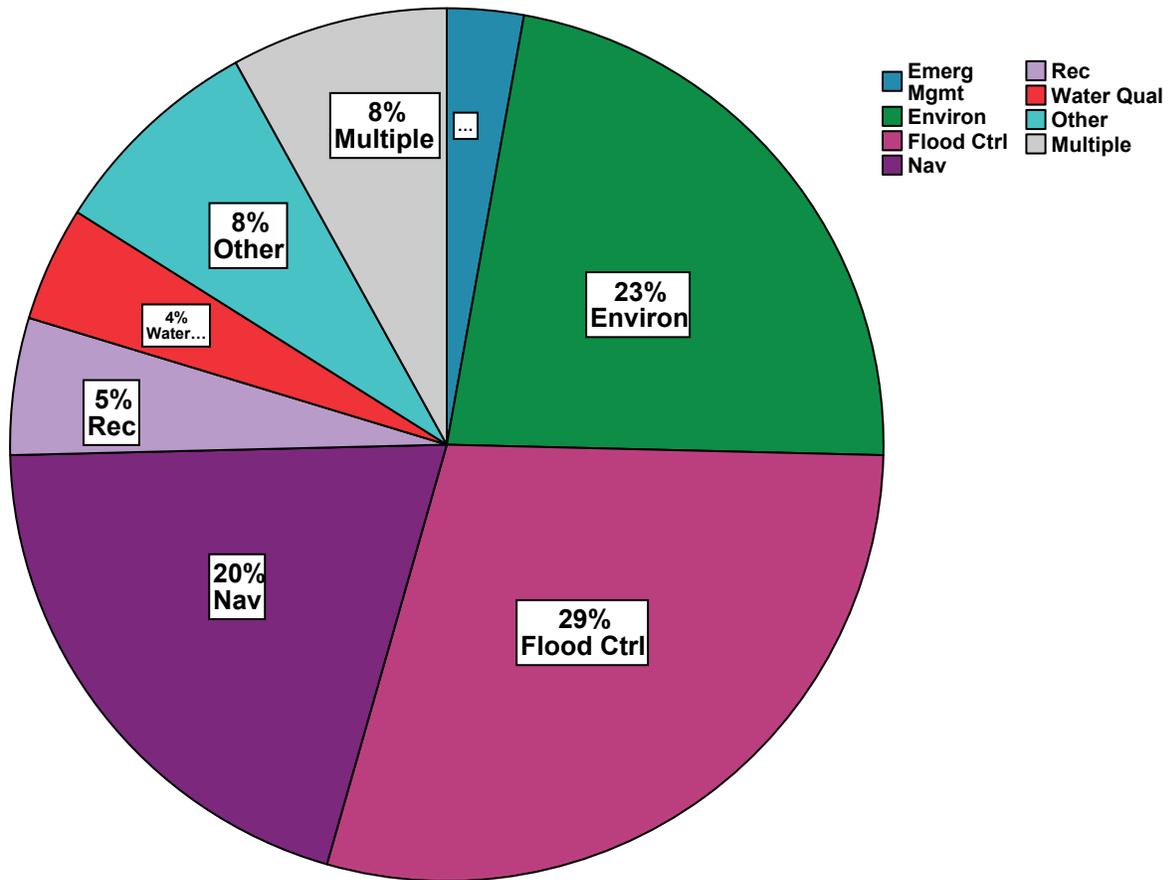


Figure 2: Primary Business Lines

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

Table 4: Primary Business Lines

<u>Business Line</u>	<u>Count</u>	<u>Percent</u>
Emergency Mgmt	24	2.8
Environmental	191	22.6
Flood Risk Mgmt	246	29.0
Hydropower	9	1.1
Multiple	68	8.0
Navigation	171	20.2
Other	58	6.8
Recreation	43	5.1
Regulatory	1	0.1
Water Quality/Supply	36	4.3
Total	847	100.0

Table 5: 'Other' Business Lines

<u>Business Line - Other</u>	<u>Count</u>
CAP (Continuing Authorities Program)	14
Environmental Infrastructure	1
Fish Program	1
FPMS (Flood Plain Mgmt Service)	4
FRM (Flood Risk Mgmt)	1
General Investigation	1
HES (Hurricane Evacuation Studies)	3
HTRW (Hazardous, Toxic, Radioactive Waste)	1
IIS	9
Irrigation	1
Levee Safety	1
Planning Assistance to States	8
Portable Water Delivery	1
Real Estate	1
Regulatory	2
River Basin Commission Support	1
Silver Jackets (Flood Risk)	1
Technical Services - Stormwater Compliance	3
USDA Home Ownership Direct Loan	1
Total	55

Project Managers were asked to identify the phase of their projects. The largest proportion of Corps Civil Works projects were in O&M phase (26%), followed by Construction (17%), and Feasibility (16%). Roughly eight percent were in Planning, Engineering & Design (PE&D) and only three percent in the Reconnaissance phase. The remainder were either ‘Multiple Project customers’ or their project did not conform to standard Corps Civil Works project phases.

Table 6: Project Phases

<u>Project Phase</u>	<u>Count</u>	<u>Percent</u>
Construction	146	17.4
Feasibility	135	16.1
Multiple	145	17.2
N/A	108	12.8
O&M	219	26.0
PE&D	64	7.6
Recon	24	2.9
Total	841	100.0

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

§2.2 SURVEY ITEMS AND SCALES

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

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

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

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

The per-item response rate was generally very high, but some customers left items blank. In fact, all but three items received ratings from at least 89% of the sample of 892 respondents. The exceptions to this were in the area of cost/financial services where 27% of customers did not provide ratings. All item and scale mean scores were evaluated based on the traffic light classification scheme:

Mean \geq 4.00: Green

3.00 \leq Mean \leq 3.99: Amber

Mean $<$ 3.00: Red

All scale means this year were 'Green'. The mean Composite score was very high at 4.46 (compared to 4.41 last year). The highest rated scale was 'Staff' at 4.59. The highest rated individual survey item was 'Treats Me As Team Member' at 4.69 (with 95.1% high ratings and 1.3% low ratings). The next most prolific survey items rated high were 'Technical Competency' at 4.68 (with 96.9% high ratings and 0.6% low ratings), 'Responsiveness' at 4.62 (with 94.3%

⁴ Items rated on a 5-point Likert scale where 1=Very Dissatisfied and 5=Very Satisfied.

high ratings and 2.0% low ratings) and ‘Listening to My Needs’ at 4.59 (with 94.4% high ratings and 2.4% low ratings).

The individual survey items receiving attention for the most frequent low ratings were ‘Cost Of Services’ at 4.07 (with 74.1% high ratings and 4.6% low ratings), ‘Meets My Schedule’ at 4.23 (with 82.2% high ratings and 5.2% low ratings), ‘Timely Service’ at 4.25 (with 83.0% high ratings and 4.6% low ratings) and ‘Focus On My Budget’ at 4.24 (with 81.5 high ratings and 4.0% low ratings). Despite getting some low ratings, all these items scored ‘Green’ (≥ 4.00).

The following table depicts mean scores for each customer satisfaction scale (each scale is an aggregation of multiple survey items).

Table 7: Survey Scales

<u>Survey Scales</u>	<u>USACE Avg</u>
Attitude	4.55
Services	4.47
Staff	4.59
Timeliness	4.24
Cost	4.20
Communication	4.48
Problem Resolution	4.44
Overall	4.48
Composite Index	4.46

Another way to look at the results is to condense the five response levels down to only three response levels. For purposes of discussion, response categories ‘1’ (‘Very Dissatisfied’) and ‘2’ (‘Dissatisfied’) will be collapsed together and referred to as the ‘Low’ category representing negative responses. Similarly, categories ‘4’ (‘Satisfied’) and ‘5’ (‘Very Satisfied’) will be collapsed and designated the ‘High’ category, representing positive responses. A score of ‘3’ labeled ‘Neutral’ in the survey may be interpreted as mid-range or noncommittal.

Given this alternative way to interpret results, Table 8 displays the distribution of responses for each individual survey item. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁵. Detailed responses to these indicators (before collapsing categories) are displayed

⁵ If customers select NA or fail to rate an item, the number of valid responses will be less than the total number of respondents (892).

in Table B-1 of Appendix B so extreme responses can be uniquely identified ('Very Low' or 'Very High').

The majority of responses were positive (ranging from 74% to 97%) for the 24 survey questions. The highest rated individual survey item was 'Treats Me As Team Member' at 4.69 (with 95.1% high ratings and 1.3% low ratings). The next most prolific items rated high were 'Technical Competency' at 4.68 (with 96.9% high ratings and 0.6% low ratings), 'Responsiveness' at 4.62 (with 94.3% high ratings and 2.0% low ratings) and 'Listening to My Needs' at 4.59 (with 94.4% high ratings and 2.4% low ratings).

The items receiving attention for the most frequent low ratings were 'Cost Of Services' at 4.07 (with 74.1% high ratings and 4.6% low ratings), 'Meets My Schedule' at 4.23 (with 82.2% high ratings and 5.2% low ratings), 'Timely Service' at 4.25 (with 83.0% high ratings and 4.6% low ratings) and 'Focus On My Budget' at 4.24 (with 81.5 high ratings and 4.0% low ratings). Despite getting some low ratings, all these items scored 'Green' (≥ 4.00).

There are three items which are considered 'bottom line' indicators of customer satisfaction. They are 'Your Overall Customer Satisfaction', 'Would Recommend the Corps' and 'Would be Your Choice for Future Services'. These items received from 89.4% to 92.8% high ratings. For comparison, these same items received from 2.2% to 2.9% low ratings.

Ratings of 'Neutral' (as opposed to 'High' or 'Low') were received from 7.8% of respondents for 'Would be Your Choice for Future Services' and 5.8% for 'I Recommend the Corps'. 'Neutral' is a rating of 3 out of a possible 5. 'Low' is a rating of 1 or 2. 'High' is a rating of 4 or 5.

Table 8 follows with results based on this rating method.

Table 8: Item Ratings

Survey Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
Attitude								
S1 Customer Focus	17	1.9	36	4.1	835	94.0	888	100.0
S2 Listening to My Needs	21	2.4	29	3.3	836	94.4	886	100.0
S3 Reliability	28	3.2	52	5.9	806	91.0	886	100.0
S4 Treats Me as Team Member	11	1.3	32	3.6	834	95.1	877	100.0
S5 Flexible to My Needs	21	2.4	60	6.9	794	90.7	875	100.0
Services								
S6 Quality Products	16	1.9	47	5.6	780	92.5	843	100.0
S7 Satisfying My Requirements	18	2.2	58	7.0	756	90.9	832	100.0
Staff								
S8 Responsiveness	18	2.0	32	3.6	832	94.3	882	100.0
S9 Technical Competency	5	0.6	22	2.5	845	96.9	872	100.0
S10 Managing Effectively	24	2.8	50	5.9	776	91.3	850	100.0
Timeliness								
S11 Timely Service	40	4.6	108	12.4	725	83.0	873	100.0
S12 Meets My Schedule	44	5.2	107	12.6	699	82.2	850	100.0
Cost								
S13 Financial Info	18	2.8	77	12.2	538	85.0	633	100.0
S14 Cost of Services	29	4.6	136	21.4	471	74.1	636	100.0
S15 Focus on My Budget	26	4.0	95	14.5	533	81.5	654	100.0
Communication								
S16 Keeps Me Informed	19	2.2	59	6.7	799	91.1	877	100.0
S17 Corps' Documents	11	1.3	58	6.8	790	92.0	859	100.0
S18 Corps' Correspondence	12	1.4	58	6.7	795	91.9	865	100.0
Problem Solving								
S19 Notifies Me of Problems	17	2.0	47	5.6	777	92.4	841	100.0
S20 Timeliness Addressing Problems	28	3.3	60	7.2	751	89.5	839	100.0
S21 Problem Resolution	24	2.8	63	7.5	756	89.7	843	100.0
Overall								
S22 Overall Satisfaction	23	2.6	41	4.6	819	92.8	883	100.0
S23 I Recommend the Corps	19	2.2	49	5.8	777	92.0	845	100.0
S24 My Choice for Future Work	23	2.9	62	7.8	715	89.4	800	100.0

Green: Greatest Proportion of High Ratings

Red: Greatest Proportion of Low Ratings

Table 9 lists the Mean scores for all of the service areas.

Table 9: Item Mean Scores

Survey Items		Mean	Responses
Attitude			
S1	Customer Focus	4.54	888
S2	Listening to My Needs	4.59	886
S3	Reliability	4.48	886
S4	Treats Me as Team Member	4.69	877
S5	Flexible to My Needs	4.45	875
Services			
S6	Quality Products	4.50	843
S7	Satisfying My Requirements	4.44	832
Staff			
S8	Responsiveness	4.62	882
S9	Technical Competency	4.68	872
S10	Managing Effectively	4.47	850
Timeliness			
S11	Timely Service	4.25	873
S12	Meets My Schedule	4.23	850
Cost			
S13	Financial Info	4.31	633
S14	Cost of Services	4.07	636
S15	Focus on My Budget	4.24	654
Communication			
S16	Keeps Me Informed	4.48	877
S17	Corps' Documents	4.48	859
S18	Corps' Correspondence	4.48	865
Problem-Solving			
S19	Notifies Me of Problems	4.52	841
S20	Timeliness Addressing Problems	4.41	839
S21	Problem Resolution	4.40	843
Overall			
S22	Overall Satisfaction	4.50	883
S23	I Recommend the Corps	4.52	845
S24	My Choice for Future Work	4.45	800

§3. COMPARISONS OF RATINGS BY STAKEHOLDER SUBGROUPS

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal we should determine whether we provide quality services across various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases. Comparative analyses were conducted to detect specific stakeholder subgroups that exhibited very high or very low levels of satisfaction. In this manner management may directly investigate any source of poor ratings, as well as reinforce sources of good ratings. These analyses make it possible to reveal hidden pockets of very satisfied or dissatisfied stakeholders that may otherwise be obscured (in the aggregation of Corps-wide ratings).

§3.1 RATINGS BY RESPONDENT CLASSIFICATION

The first analysis compared stakeholder satisfaction ratings by respondent classification. The two categories (or subgroups) were 'Customers' and 'Stakeholders'. Although the two categories are clearly defined (see the Introduction section), the designations that are assigned to each survey respondent can be prone to inconsistency. Unfortunately this can introduce bias into conclusions based on respondent classification.

Ratings for all survey items, scales and the Composite Index were examined. Last year, very few differences in ratings between 'Stakeholders' and 'Customers' were found. This year there were significant differences found in two of the scales, and in eight of the individual survey items.

Among the satisfaction scales, 'Attitude' and 'Overall' were statistically significant among respondents. Both 'Attitude' and 'Overall' rated higher among Customers than Stakeholders. No mean scores fell below 'Green' for either subgroup. In fact, the difference in Composite Index ratings between the two categories was under 1.7%.

Among the individual survey items, Customers rated Corps services higher than Stakeholders rated the same services. Of the 24 survey items, eight were found to be statistically significant. These service items were 'Customer Focus', 'Listening to My Needs', 'Flexible To My Needs', 'Satisfying My Requirements', 'Cost Of Services', 'Overall Satisfaction', 'I Recommend The Corps' and 'My Choice For Future Work'. Findings were not statistically significant for any of the other 16 service areas. Despite the differences in ratings, no mean scores fell below 'Green' for any service area for either the 'Stakeholder' or 'Customer' subgroup. A detailed table presenting mean ratings and sample sizes by respondent class is located in Appendix B, Table B-2.

Ratings by Respondent Class 2018

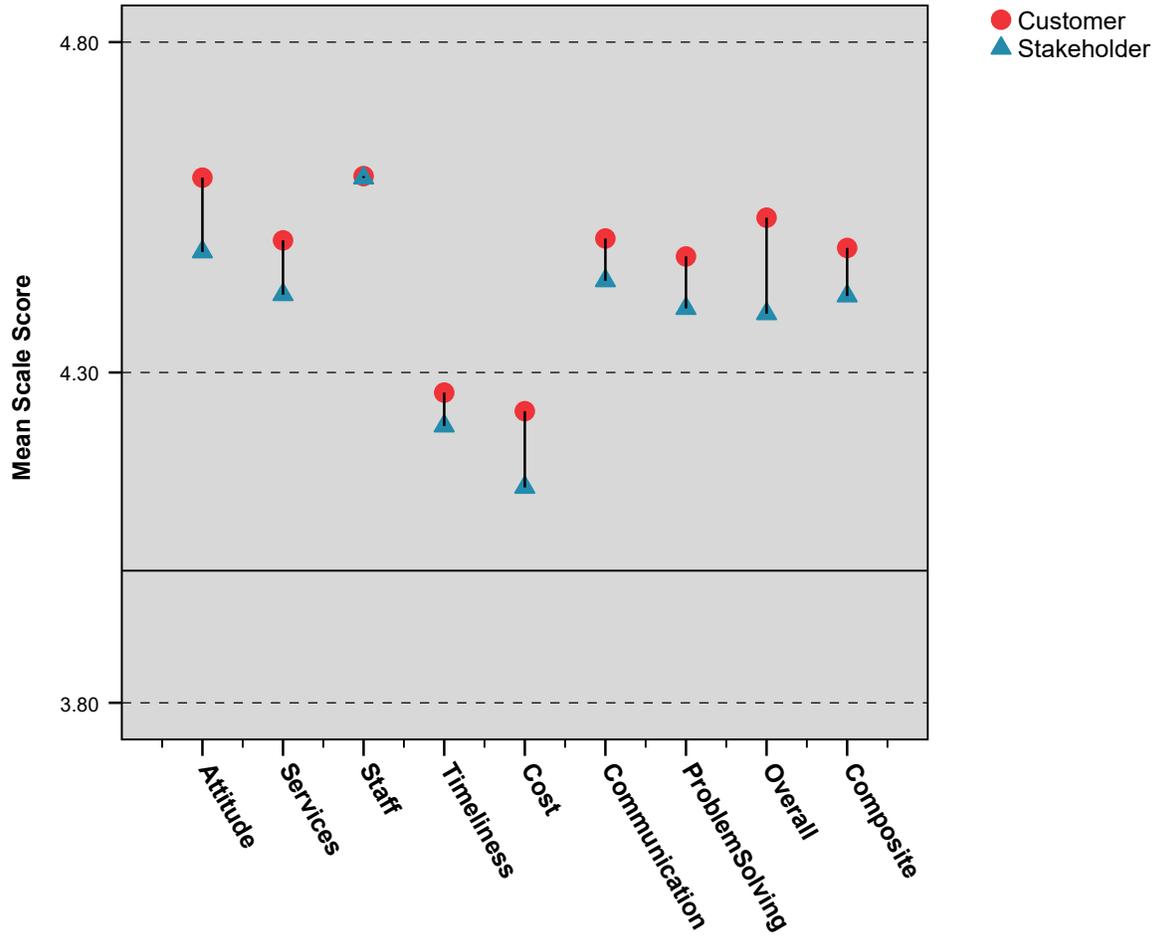


Figure 3: Ratings by Respondent Category

§3.2 RATINGS BY BUSINESS LINE

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

Ratings for all scales and the Composite Index were examined. The comparison ratings by business line found statistically significant differences⁶ for the 'Communication' satisfaction scale. Environmental and Recreation stakeholders rated 'Communication' higher than Navigation and Water Quality stakeholders did. There were no statistical differences for any of the other satisfaction scales. Mean scores were 'Green' for all satisfaction scales across all business line subgroups. Findings this year showed that Composite Index scores for all business lines ranged from 4.35 to 4.63.

Last year (2017) no statistically significant differences were found in ratings for any of the eight satisfaction scales. Two years previous (2016) only one scale was statistically significant: 'Cost'. For 'Cost', Flood Risk Management stakeholders rated Corps services lower than Navigation stakeholders rated the same services. Going back three years (2015) differences were found for 'Timeliness' and 'Cost'. Ratings have become more homogeneous across business lines in recent years.

A detailed table presenting mean ratings and sample sizes by business line is located in Appendix B, Table B-3.

Table 12: Ratings by Business Line

<u>Scale</u>	<u>Statistically Significant Differences</u>
Communication	Environ > Navigation & Water Quality & Other
	Recreation > Flood Control & Navigation & Water Quality & Other & Multiple

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

Ratings by Business Line 2018

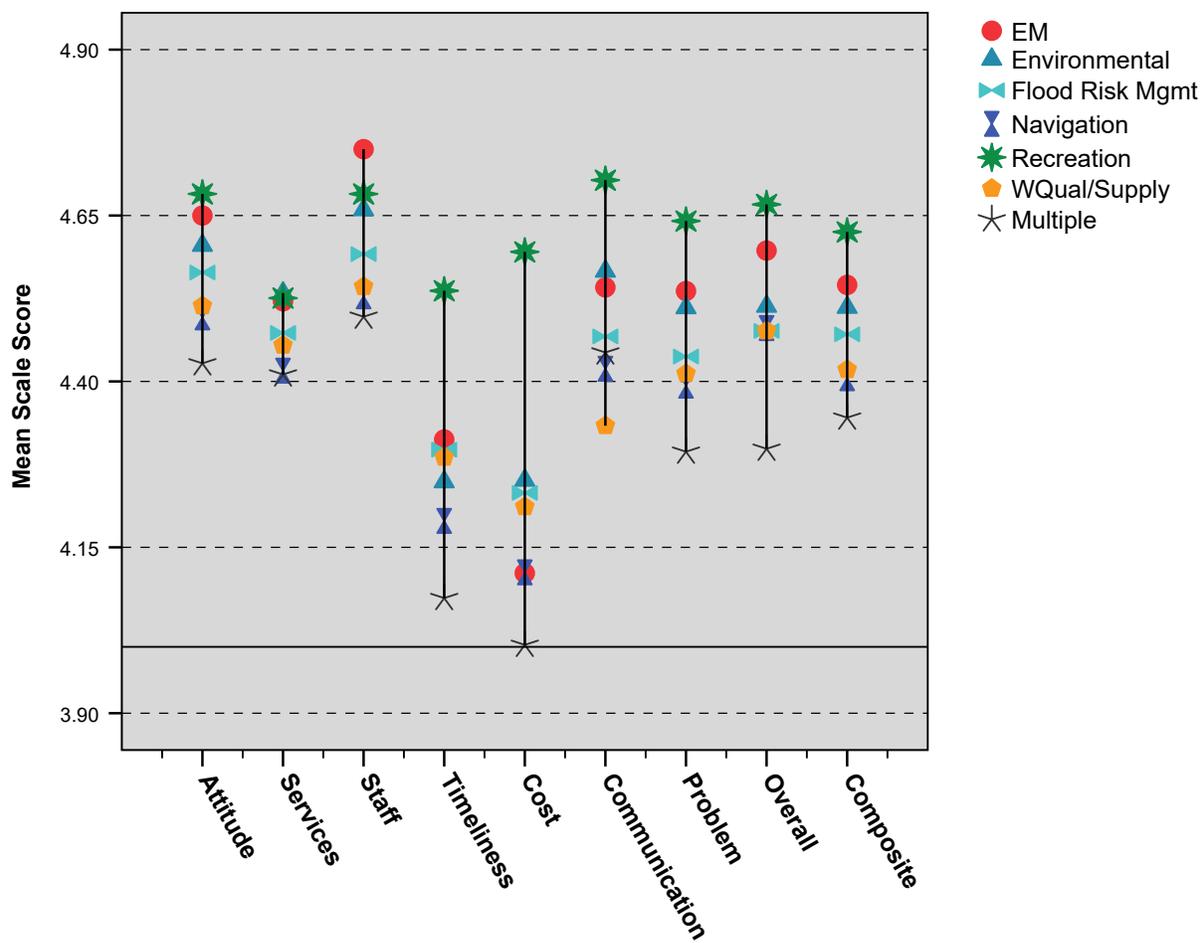


Figure 4: Ratings by Business Line

§3.3 RATINGS BY PROJECT PHASE

Comparisons of mean scale scores by project phase were performed to assess the impact of stakeholders' project phase on ratings. Project phases included Reconnaissance, Feasibility, Planning, Engineering and Design (PE&D), Construction, Operations and Maintenance (O&M) and 'Multiple Phases'.

This year (2018) comparison ratings by project phase found statistically significant differences for the 'Attitude' satisfaction scale (see Table 13). Recon and PE&D (Planning, Engineering & Design) stakeholders rated 'Attitude' higher than Construction and O&M (Operations & Maintenance) stakeholders did. There were no statistical differences for any of the other satisfaction scales. Although ratings for the Recon phase appeared high by comparison, the sample size of respondents selecting Recon was too low to draw any other statistical inferences from. Mean scores were 'Green' for all satisfaction scales across all project phase subgroups. Last year (2017) no statistically significant differences in ratings were found for any of the eight satisfaction scales or for any of the individual survey items.

In Figure 5 the ratings for the 'Recon' phase appear to be high by comparison, but the sample size of respondents selecting 'Recon' was far too low to draw any statistical inferences from. Despite the disparity in the ratings, mean scores were 'Green' for all satisfaction scales across all project phase subgroups. Table B-4 in Appendix B displays mean subgroup scores and sample sizes by project phase.

Table 13: Ratings by Project Phase

<u>Scale</u>	<u>Statistically Significant Differences</u>
Attitude	Recon & PE&D > Construction & O&M

Ratings by Project Phase 2018

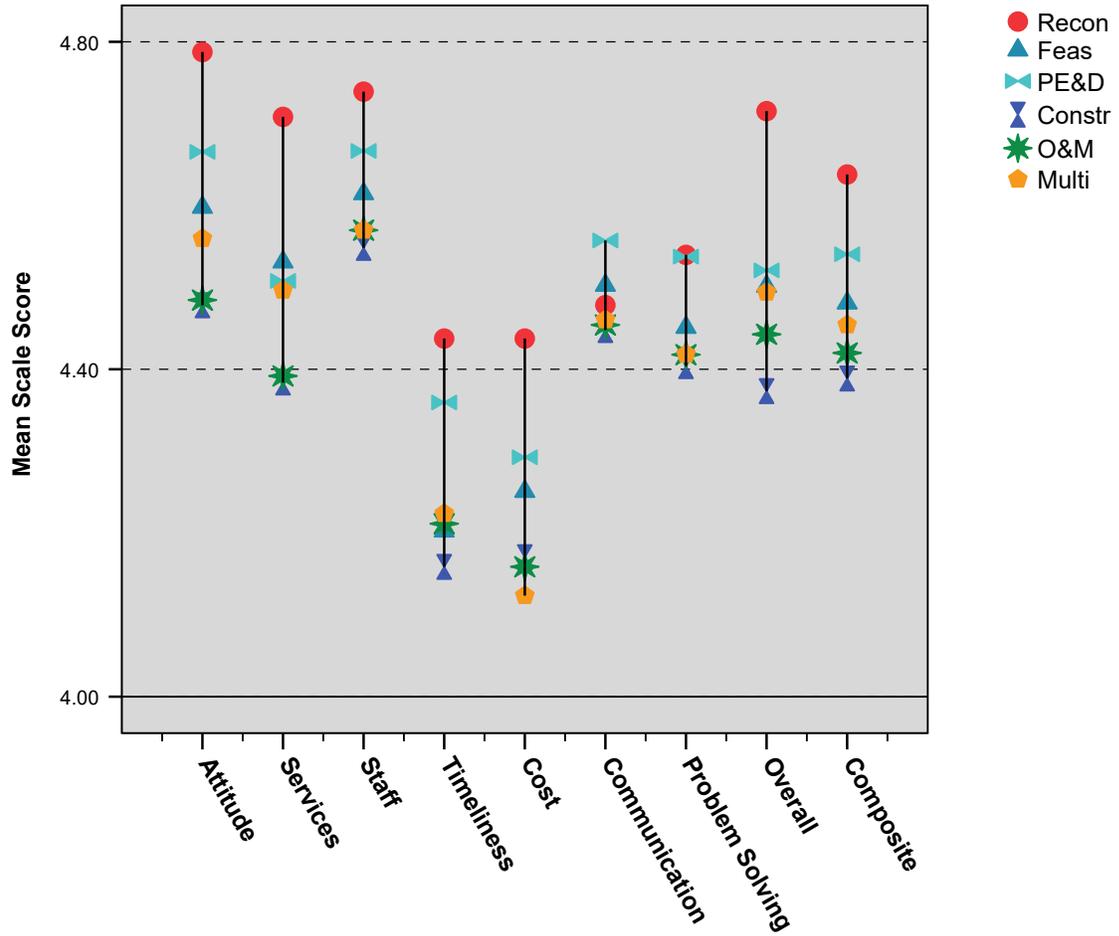


Figure 5: Ratings by Project Phase

§3.4 COMPARISONS OF RATINGS BY YEAR

2018 represents the 12th year of the CECW Survey in its current format. An inaugural survey was conducted in 2006, but was modified to the current format. Table 14 lists the number of survey respondents each year for the last ten years.

Table 14: Stakeholders by Year

<u>Year</u>	<u>Count</u>	<u>%</u>
2009	1614	11.2
2010	2046	14.2
2011	1835	12.7
2012	1741	12.1
2013	1496	10.4
2014	1318	9.1
2015	1313	9.1
2016	1134	7.9
2017	1037	7.2
2018	892	6.2
Total	14426	100.0

Tables 15 and 16 display the distribution of responses by business line and MSC for the most recent ten years. The distribution of responses by district is shown in Appendix B, Table B-5.

Table 15: Stakeholders by Business Line and Year

<u>Business Line</u>	<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		<u>2013</u>	
	<u>Count</u>	<u>%</u>								
Emergency Mgmt	56	3.5	99	4.9	142	7.7	76	4.4	116	7.8
Environmental	477	29.6	600	29.5	502	27.4	464	26.7	344	23.0
Flood Control	445	27.6	524	25.7	468	25.5	433	24.9	411	27.5
Hydropower	13	0.8	23	1.1	22	1.2	26	1.5	23	1.5
Navigation	298	18.5	343	16.9	293	16.0	319	18.3	259	17.3
Recreation	57	3.5	104	5.1	92	5.0	93	5.3	104	7.0
Regulatory	3	0.2	9	0.4	10	0.5	11	0.6	12	0.8
Water Quality/Supply	120	7.4	112	5.5	110	6.0	114	6.5	66	4.4
Other	58	3.6	122	6.0	101	5.5	115	6.6	80	5.3
Multiple	84	5.2	99	4.9	95	5.2	90	5.2	81	5.4
Total	1611	100	2035	100	1835	100	1741	100	1496	100

Table 15: Stakeholders by Business Line and Year cont.

Business Line	2014		2015		2016		2017		2018	
	Count	%								
Emergency Mgmt	87	6.6	80	6.1	58	5.1	41	4.0	24	2.8
Environmental	309	23.4	323	24.6	284	25.0	241	23.2	191	22.6
Flood Control	338	25.6	366	27.9	320	28.2	317	30.6	246	29.0
Hydropower	22	1.7	22	1.7	14	1.2	11	1.1	9	1.1
Navigation	252	19.1	232	17.7	209	18.4	198	19.1	171	20.2
Recreation	89	6.8	82	6.2	68	6.0	63	6.1	43	5.1
Regulatory	18	1.4	10	0.8	7	0.6	3	0.3	1	0.1
Water Quality/Supply	45	3.4	47	3.6	48	4.2	31	3.0	36	4.3
Other	62	4.7	44	3.4	43	3.8	61	5.9	58	6.8
Multiple	96	7.3	107	8.1	83	7.3	71	6.8	68	8.0
Total	1318	100	1313	100	1134	100	1037	100	847	100

Table 16: Stakeholders by MSC and Year

MSC	2009		2010		2011		2012		2013	
	Count	%								
LRD	301	18.6	318	15.5	264	14.4	297	17.1	228	15.2
MVD	526	32.6	821	40.1	564	30.7	491	28.2	408	27.3
NAD	125	7.7	117	5.7	150	8.2	128	7.4	126	8.4
NWD	183	11.3	320	15.6	387	21.1	367	21.1	292	19.5
POD	38	2.4	30	1.5	54	2.9	47	2.7	35	2.3
SAD	185	11.5	178	8.7	151	8.2	151	8.7	161	10.8
SPD	155	9.6	160	7.8	150	8.2	148	8.5	140	9.4
SWD	101	6.3	102	5.0	115	6.3	112	6.4	106	7.1
Total	1614	100	2046	100	1835	100	1741	100	1496	100

Table 16: Stakeholders by MSC and Year cont.

MSC	2014		2015		2016		2017		2018	
	Count	%								
LRD	226	17.1	194	14.8	161	14.2	144	13.9	137	15.4
MVD	393	29.8	469	35.7	400	35.3	366	35.3	294	33.0
NAD	101	7.7	102	7.8	95	8.4	103	9.9	98	11.0
NWD	249	18.9	206	15.7	182	16.0	158	15.2	150	16.8
POD	34	2.6	38	2.9	27	2.4	22	2.1	12	1.3
SAD	105	8.0	106	8.1	107	9.4	93	9.0	96	10.8
SPD	108	8.2	105	8.0	77	6.8	86	8.3	56	6.3
SWD	102	7.7	93	7.1	85	7.5	65	6.3	49	5.5
Total	1318	100	1313	100	1134	100	1037	100	892	100

This year's trend analyses looked at changes in ratings from 2008 to 2017. The eight survey scales and the twenty-four individual survey items were examined. Although this year's ratings for the different subgroups (such as the business line and project phase subgroups) were largely uniform, analyses of trends over time indicate significant change.

Ratings for the most recent two years (2017 and 2018) continue to exhibit an upward trend that began six years ago (2012). This trend indicates an across the board improvement in scores across all stakeholder subgroups. These gains have been solidified over almost all scales and individual survey items. In comparing this year's ratings to the ratings for the three-year span from 2009 to 2011, this year's scores were statistically superior for 22 of the 24 individual survey items.

Among the eight scales, 'Staff' is consistently rated highest each year, while 'Timeliness' and 'Cost' are rated lowest each year. Over the previous ten years, 'Composite' score (over all survey items) steadily improved from 4.29 (2009) to 4.46 (2018). The areas of 'Attitude', 'Communication' and 'Problem Solving' have shown consistent improvement.

Tables 17 and 18 below display scale and item differences (comparing 2017-2018⁷ to 2009-2016). Tables B-6 and B-7 in Appendix B display mean scale and item scores by survey year.

⁷ Only results of comparisons between 2017 & 2018 vs previous years are reported.

Table 17: Scale Ratings by Year

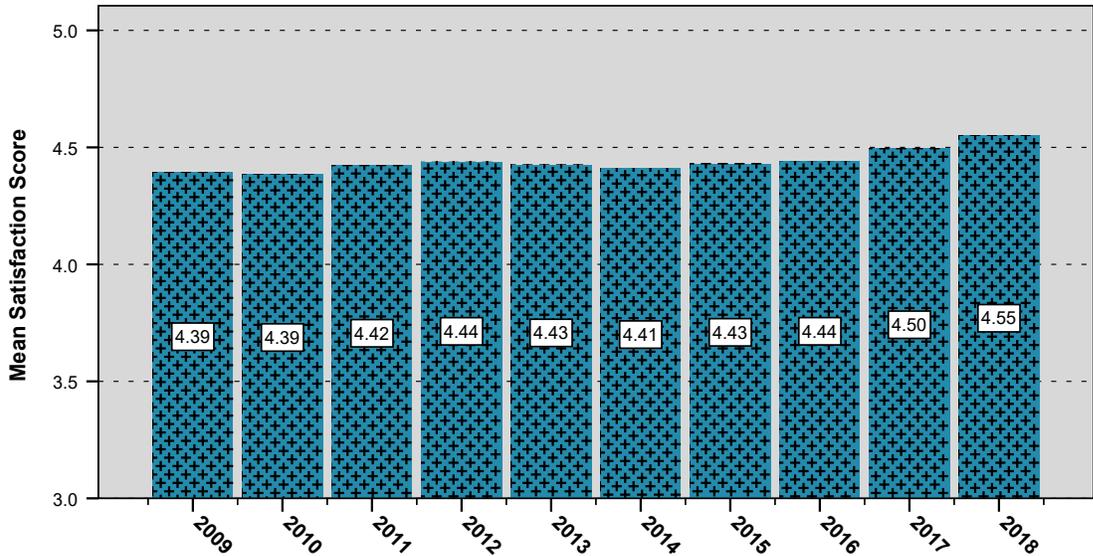
<u>Scale</u>	<u>Statistically Significant Differences</u>
Attitude	2018 > 2009-2016
	2017 > 2009-2015
Services	2018 > 2009-2016
	2017 > 2009-2011
Staff	2018 > 2009-2016
	2017 > 2009-2011, 2013, 2015-2016
Timeliness	2018 > 2009-2016
	2017 > 2009-2011, 2013
Cost	2018 > 2009-2016
	2017 > 2009-2010, 2013, 2015
Communication	2018 > 2009-2015
	2017 > 2009-2015
Problem Solving	2018 > 2009-2016
	2017 > 2009-2016
Overall	2018 > 2009-2016
	2017 > 2009 -2014, 2016
COMPOSITE INDEX	2018 > 2009-2016
	2017 > 2009-2016

Table 18: Item Ratings by Year

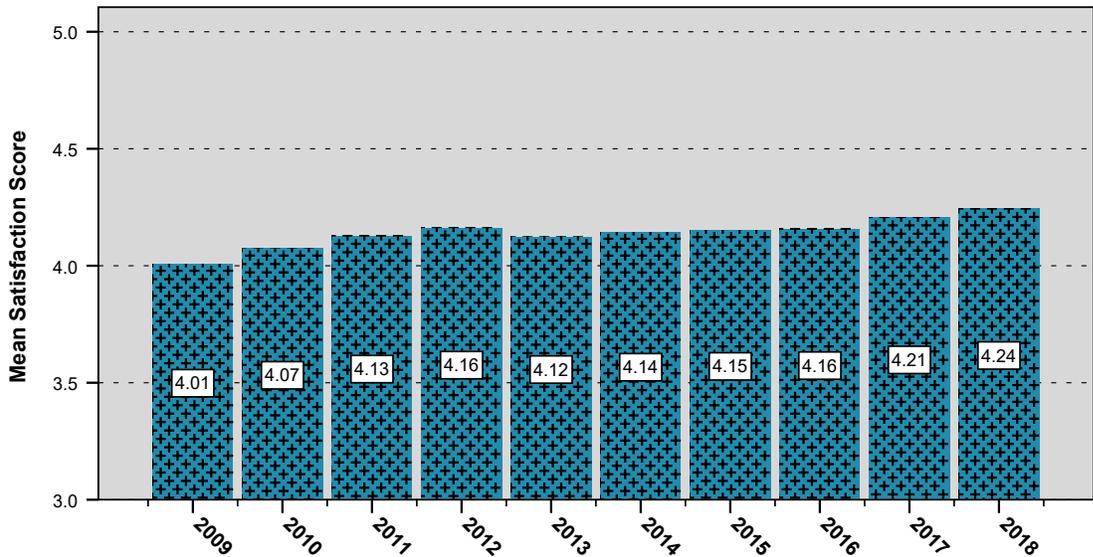
<u>Item</u>	<u>Statistically Significant Differences</u>
S1 Customer Focus	2018 > 2009-2016
	2017 > 2009-2015
S2 Listening To My Needs	2018 > 2009-2016
	2017 > 2009-2015
S3 Reliability	2018 > 2009-2016
	2017 > 2009-2013
S4 Treats Me As Team Member	2018 > 2009-2016
	2017 > 2009-2015
S5 Flexible To My Needs	2018 > 2009-2016
	2017 > 2009-2010, 2014
S6 Quality Products	2018 > 2009-2015
	2017 > 2009-2011
S7 Satisfying My Requirements	2018 > 2009-2016
	2017 > 2009-2011
S8 Responsiveness	2018 > 2009-2016
	2017 > 2009-2010, 2013, 2015
S9 Technical Competency	2018 > 2009-2015
	2017 > 2009-2011, 2015
S10 Managing Effectively	2018 > 2009-2016
	2017 > 2009-2010
S11 Timely Service	2018 > 2009-2016
	2017 > 2009-2010
S12 Meets My Schedule	2018 > 2009-2011, 2013-2014
	2017 > 2009-2011
S13 Financial Info	2018 > 2009-2010, 2012-2015
	2017 > 2009-2010
S14 Cost Of Services	2018 > 2009-2013, 2015-2016
	2017 > 2009-2010, 2012
S15 Focus On My Budget	2018 > 2009-2010, 2013-2016
	2017 > 2009-2010, 2013, 2015
S16 Keeps Me Informed	2018 > 2009-2011, 2013-2016
	2017 > 2009-2011
S17 Corps' Documents	2018 > 2009-2011
	2017 > 2009-2015

S18 Corps' Correspondence	2018 > 2009-2014
	2017 > 2009-2014
S19 Notifies Me Of Problems	2018 > 2009-2016
	2017 > 2009-2011, 2014-2015
S20 Timeliness Addressing Problems	2018 > 2009-2016
	2017 > 2009-2011, 2013-2016
S21 Problem Resolution	2018 > 2009-2016
	2017 > 2009-2015
S22 Overall Satisfaction	2018 > 2009-2016
	2017 > 2009-2015
S23 I Recommend The Corps	2018 > 2009-2016
	2017 > 2009-2016
S24 My Choice For Future Work	2018 > 2009-2016
	2017 > 2009-2010

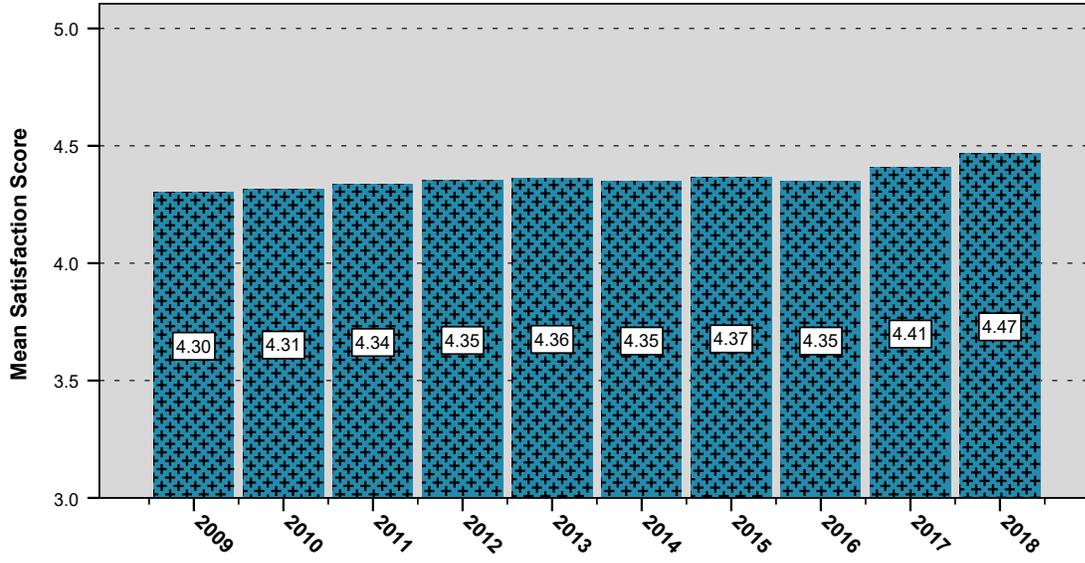
Attitude Scale



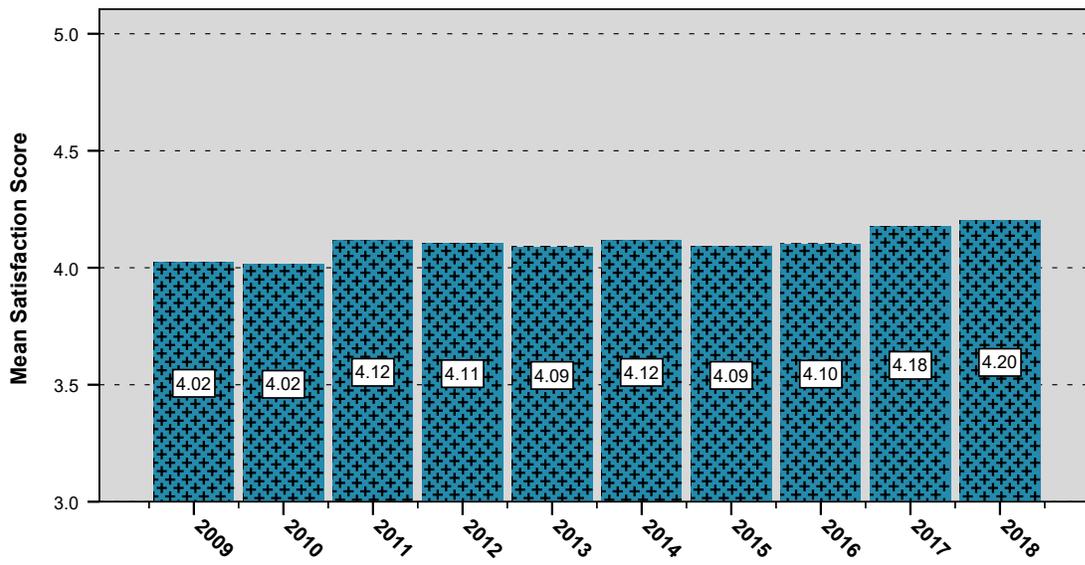
Timeliness Scale



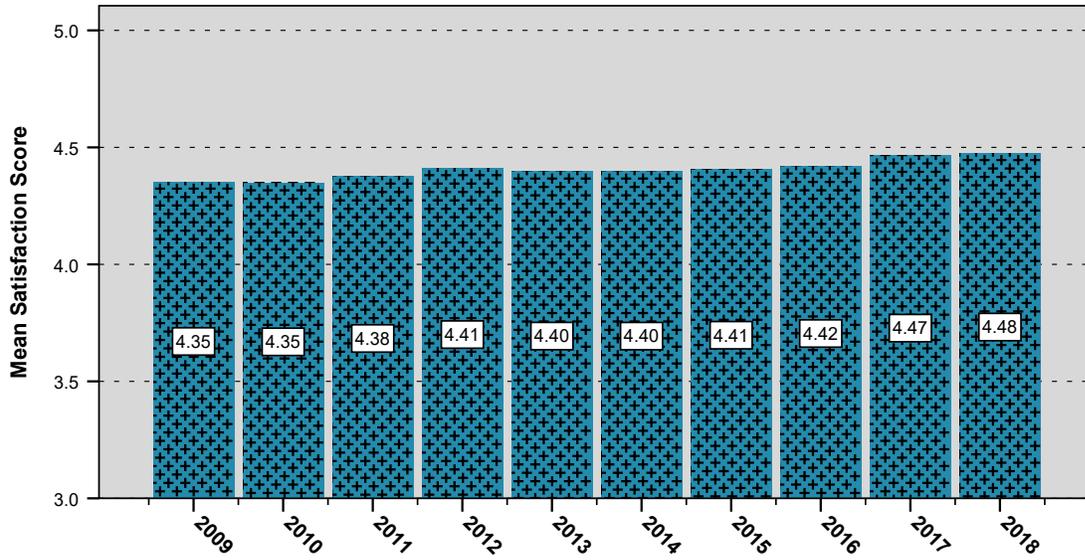
Services Scale



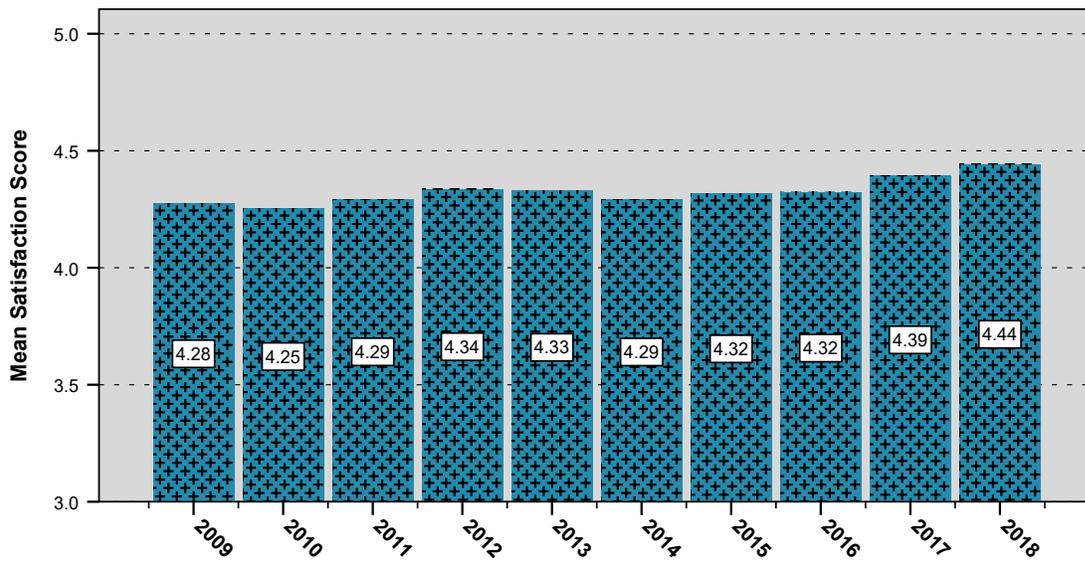
Cost Scale



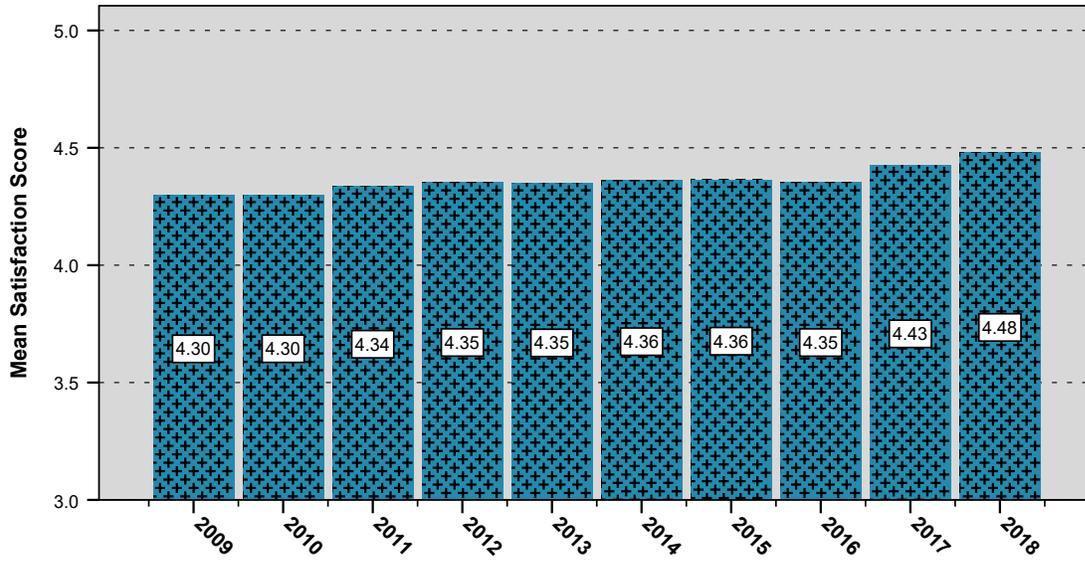
Communication Scale



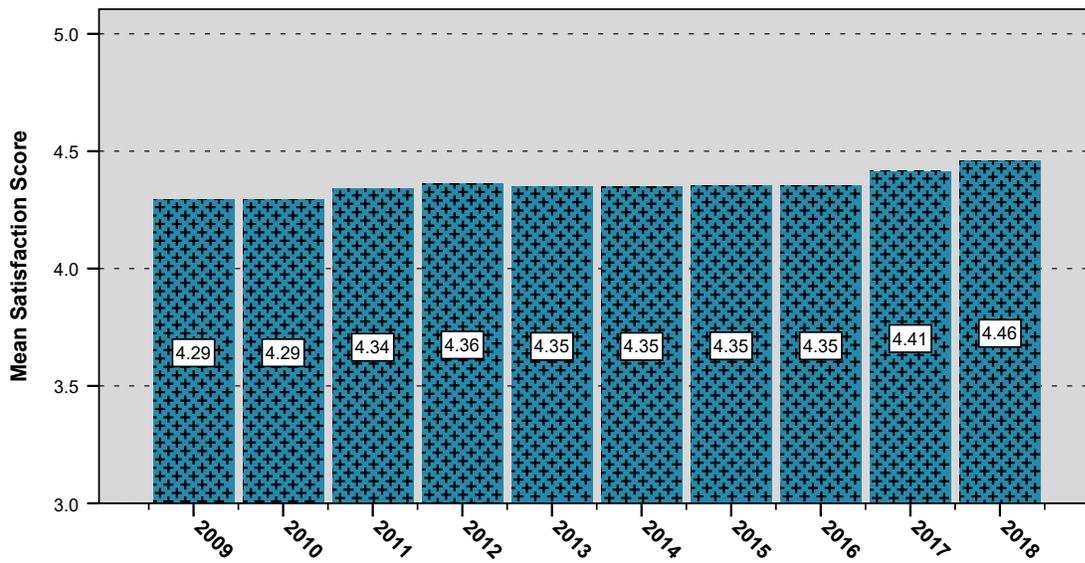
Problem Solving Scale



Overall Scale



Composite Index Scale



§4. SUMMARY

This report summarizes the results of the Corps of Engineers Civil Works Programs Directorate Stakeholder Satisfaction Survey for calendar year 2018.

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

This year the survey invitations included language to better elicit responses directly related to each district’s performance (as opposed to the entire Corps of Engineers). This language served to eliminate ambiguity in selected survey questions. No survey questions were changed or eliminated. The 2018 survey instrument consisted of two sections. Section one solicited customer demographic information (customer name, organization, project name and district evaluated). Section two contained 24 satisfaction questions in a structured response format in which customer satisfaction was measured on a 5-point Likert scale as follows: ‘Very Dissatisfied’ (1), ‘Dissatisfied’ (2), ‘Neutral’ (3), ‘Satisfied’ (4) and ‘Very Satisfied’ (5). A text field solicited customer comments regarding each service area. Items were grouped within eight categories of services or scales. The scales included ‘Attitude’, ‘Products and Services’, ‘Corps Staff’, ‘Timely Service’, ‘Cost and Affordability’, ‘Communication’, ‘Problem Solving’ and ‘Overall Satisfaction’. The survey also solicited general customer comments.

The USACE Civil Works Program stakeholder base included 2,142 stakeholders; a 14.2% decrease compared to last year. There was notable variability among district population sizes. Population sizes ranged from as few as N=12 for Philadelphia District to a high of N=215 for New Orleans District.

A total of 892 surveys were completed and tabulated for the 2018 Civil Works Programs Stakeholder Satisfaction Survey. Many stakeholders have responsibility for multiple projects within a district. A few of these elected to submit more than one survey response to evaluate projects separately. Hence, the actual number of stakeholders used in these analyses is estimated to be 872.

The number of unique stakeholders was used to calculate response rates. The Corps-wide response rate was 40.7% for an estimated sampling error of 2.22 percent. Response rates varied among districts, ranging from 0.0% for Honolulu District to as high as 89.4% for Vicksburg District. The average response rate was 44.2% for larger (Tier I) districts (compared to 41.3% last year). The average response rate was 35.3% for smaller (Tier II) districts (compared to 39.7% last year). Classification of districts as Tier I or II is based on actual FY18 district program

size (\$). Tier I districts had a program size of at least \$150 million while Tier II districts had program sizes less than \$150 million.

The importance of obtaining an unbiased representative sample cannot be overstated. In order to increase the reliability of the data collected and corresponding confidence in the conclusions drawn, it is critical for districts to survey their comprehensive CW customer population and to strive for as high a response rate as possible. The sampling error associated with a small sample from a small population can be surprisingly high, calling into question conclusions drawn from that data. At the corporate level we can have a great deal of confidence in our conclusions since our sampling error is very low. For example, if the overall Corps response rate had been 10.0% instead of 40.7% this year, the sampling error would have increased from 2.22% to 5.50%. At first glance this may not seem like much, but it more than doubles the potential for error. A higher response rate allows for more definitive conclusions to be drawn from the survey sample.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within Transatlantic Division as well as Europe, Far East and Japan Districts did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Division (MVD) at 33% followed by Northwest Division (NWD) at 17% and Great Lakes-Ohio River (LRD) at 15%. New Orleans District led among districts at 10% of the Corps-wide sample followed by Vicksburg at 7%.

An important consideration every year is whether each district included their entire customer base in the survey. If their list of invitees was not complete, then the data obtained cannot be used to characterize the level of satisfaction of their entire customer population. This was illustrated back in the 2010 survey, with respect to inclusion of stakeholders for the first time. Many districts failed to include all stakeholders with whom they worked in 2010. Since then, the level of compliance with this requirement has certainly improved. It is incumbent on the districts to afford their survey managers the necessary resources to identify as complete a customer base as possible.

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

Flood Risk Management customers comprise the largest proportion of the 2018 sample at 29% followed by Environmental (23%), Navigation (20%), Recreation (5%) and Water Quality/Supply

(4%). The proportion of stakeholders in Multiple business lines was 8%, and those in other business lines were 7% or less each.

Project Managers were asked to identify the phase of their projects. The largest proportion of Corps Civil Works projects were in O&M phase (26%), followed by Construction (17%), and Feasibility (16%). Roughly eight percent were in Planning, Engineering & Design (PE&D) and only three percent in the Reconnaissance phase. The remainder were either 'Multiple Project customers' or their project did not conform to standard Corps Civil Works project phases.

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

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

There are 24 questionnaire items which measure general areas of customer satisfaction. Items are rated on a scale from 1-5. The items are grouped into eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. In addition, a Composite Index score was calculated for each respondent. This value is a simple unweighted average of all 24 satisfaction indicators.

All scale means this year were 'Green'. The mean Composite score was very high at 4.46 (compared to 4.41 last year). The highest rated scale was 'Staff' at 4.59. The highest rated individual survey item was 'Treats Me As Team Member' at 4.69 (with 95.1% high ratings and 1.3% low ratings). The next most prolific survey items rated high were 'Technical Competency' at 4.68 (with 96.9% high ratings and 0.6% low ratings), 'Responsiveness' at 4.62 (with 94.3% high ratings and 2.0% low ratings) and 'Listening to My Needs' at 4.59 (with 94.4% high ratings and 2.4% low ratings).

The individual survey items receiving attention for the most frequent low ratings were 'Cost Of Services' at 4.07 (with 74.1% high ratings and 4.6% low ratings), 'Meets My Schedule' at 4.23 (with 82.2% high ratings and 5.2% low ratings), 'Timely Service' at 4.25 (with 83.0% high ratings

and 4.6% low ratings) and 'Focus On My Budget' at 4.24 (with 81.5 high ratings and 4.0% low ratings). Despite getting some low ratings, all these items scored 'Green' (≥ 4.00).

There are three items which are considered 'bottom line' indicators of customer satisfaction. They are 'Your Overall Customer Satisfaction', 'Would Recommend the Corps' and 'Would be Your Choice for Future Services'. These items received from 84.1% to 92.4% high ratings. For comparison, these same items received from only 2.3% to 3.5% low ratings. Ratings of 'Neutral' (as opposed to 'High' or 'Low') were received from 12.4% of respondents for 'Would be Your Choice for Future Services' and 9.3% for 'I Recommend the Corps'. 'Neutral' is a rating of 3 out of a possible 5. 'Low' is a rating of 1 or 2. 'High' is a rating of 4 or 5.

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal we should determine whether we provide quality services across various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases. Comparative analyses were conducted to detect specific stakeholder subgroups that exhibited very high or very low levels of satisfaction. In this manner management may directly investigate any source of poor ratings, as well as reinforce sources of good ratings. These analyses make it possible to reveal hidden pockets of very satisfied or dissatisfied stakeholders that may otherwise be obscured (in the aggregation of Corps-wide ratings).

The first analysis compared stakeholder satisfaction ratings by respondent classification. The two categories (or subgroups) were 'Customers' and 'Stakeholders'. Although the two categories are clearly defined (see the Introduction section), the designations that are assigned to each survey respondent can be prone to inconsistency. Unfortunately this can introduce bias into conclusions based on respondent classification. Ratings for all survey items, scales and the Composite Index were examined. Last year, very few differences in ratings between 'Stakeholders' and 'Customers' were found. This year there were significant differences found in two of the scales, and in eight of the individual survey items. Among the satisfaction scales, 'Attitude' and 'Overall' were statistically significant among respondents. Both 'Attitude' and 'Overall' rated higher among Customers than Stakeholders. No mean scores fell below 'Green' for either subgroup. In fact, the difference in Composite Index ratings between the two categories was under 1.7%. Among the individual survey items, Customers rated Corps services higher than Stakeholders rated the same services. Of the 24 survey items, eight were found to be statistically significant. These service items were 'Customer Focus', 'Listening to My Needs', 'Flexible To My Needs', 'Satisfying My Requirements', 'Cost Of Services', 'Overall Satisfaction', 'I Recommend The Corps' and 'My Choice For Future Work'. Findings were not statistically significant for any of the other 16 service areas. Despite the differences in ratings, no mean scores fell below 'Green' for any service area for either the 'Stakeholder' or 'Customer' subgroup.

The second analysis compares customer satisfaction ratings by Civil Works business lines.

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

Ratings for all scales and the Composite Index were examined. The comparison ratings by business line found statistically significant differences for the 'Communication' satisfaction scale. Environmental and Recreation stakeholders rated 'Communication' higher than Navigation and Water Quality stakeholders did. There were no statistical differences for any of the other satisfaction scales. Mean scores were 'Green' for all satisfaction scales across all business line subgroups. Findings this year showed that Composite Index scores for all business lines ranged from 4.35 to 4.63.

Comparisons of mean scale scores by project phase were performed to assess the impact of stakeholders' project phase on ratings. Project phases included Reconnaissance, Feasibility, Planning, Engineering and Design (PE&D), Construction, Operations and Maintenance (O&M) and 'Multiple Phases'. This year (2018) comparison ratings by project phase found statistically significant differences for the 'Attitude' satisfaction scale. Recon and PE&D (Planning, Engineering & Design) stakeholders rated 'Attitude' higher than Construction and O&M (Operations & Maintenance) stakeholders did. There were no statistical differences for any of the other satisfaction scales. Although ratings for the Recon phase appeared high by comparison, the sample size of respondents selecting Recon was too low to draw any other statistical inferences from. Mean scores were 'Green' for all satisfaction scales across all project phase subgroups. Last year (2017) no statistically significant differences in ratings were found for any of the eight satisfaction scales or for any of the individual survey items.

2018 represents the 12th year of the CECW Survey in its current format. An inaugural survey was conducted in 2006, but was modified to the current format. This year's trend analyses looked at changes in ratings from 2008 to 2017. The eight survey scales and the twenty-four individual survey items were examined. Although this year's ratings for the different subgroups (such as the business line and project phase subgroups) were largely uniform, analyses of trends over time indicate significant change.

Ratings for the most recent two years (2017 and 2018) continue to exhibit an upward trend that began six years ago (2012). This trend indicates an across the board improvement in scores across all stakeholder subgroups. These gains have been solidified over almost all scales and individual survey items. In comparing this year's ratings to the ratings for the three-year span from 2009 to 2011, this year's scores were statistically superior for 22 of the 24 individual

survey items. Among the eight scales, 'Staff' is consistently rated highest each year, while 'Timeliness' and 'Cost' are rated lowest each year. Over the previous ten years, 'Composite' score (over all survey items) steadily improved from 4.29 (2009) to 4.46 (2018). The areas of 'Attitude', 'Communication' and 'Problem Solving' have shown consistent improvement.

Corporately Civil Works Program stakeholders are largely satisfied with Corps' services. Costs and Timeliness are the two greatest sources of concern for Civil Works stakeholders. These measures appear to be related to Corps requirements, as well as the Federal funding process. These are systemic problems reaching across all districts and business lines. Measures of Staff Services and other relationship dynamics (Collaboration) consistently receive the highest ratings. This illustrates the strong partnerships that exist between Corps staff and their stakeholders.

APPENDIX A

Survey Instrument

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

OMB CONTROL NUMBER 0710-0001

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

PLEASE DO NOT MAIL YOUR SURVEY TO THE ABOVE ADDRESSES

**US Army Corps of Engineers Civil Works Program Evaluation 2018
Assessing Performance with Customers & Stakeholders**

Section I: Customer / Stakeholder Profile

Required (*)

Name: Last: First:
Title:
Email Address:
Organization:*
Project Name:*

USACE District Being Evaluated

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

Please Select One *

Section II: Customer / Stakeholder Survey

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

Attitude	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	NA	Explanation of ratings.
1. The Corps of Engineers commitment to ensuring customer satisfaction.	<input type="radio"/>	<input type="text"/>					
2. Listening to my needs.	<input type="radio"/>	<input type="text"/>					
3. Reliability of the Corps and follow-through on commitments.	<input type="radio"/>	<input type="text"/>					
4. Treating me as an important member of the team.	<input type="radio"/>	<input type="text"/>					
5. Displaying flexibility in responding to my needs.	<input type="radio"/>	<input type="text"/>					
Product and Services	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	NA	Explanation of ratings.
6. Delivering quality products and services.	<input type="radio"/>	<input type="text"/>					
7. Incorporating my requirements into the Corps' products and services.	<input type="radio"/>	<input type="text"/>					
Corps Staff	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	NA	Explanation of ratings.
8. Responsiveness of Corps Staff.	<input type="radio"/>	<input type="text"/>					

9.	Technical competency of Corps staff.	<input type="radio"/>						
10.	Managing projects and programs effectively.	<input type="radio"/>						
Timely Service		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
11.	Providing services in a timely manner.	<input type="radio"/>						
12.	Meeting our schedules.	<input type="radio"/>						
Cost and Affordability		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
13.	Quality of financial information I receive.	<input type="radio"/>						
14.	Cost of Corps' products and services.	<input type="radio"/>						
15.	Sensitivity to my budget constraints.	<input type="radio"/>						
Communication		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
16.	Always keeping me well informed.	<input type="radio"/>						
17.	Quality of Corps of Engineers' documents.	<input type="radio"/>						
18.	Clarity and conciseness of Corps correspondence.	<input type="radio"/>						
Problem Solving		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
19.	Notifying me in a timely manner if a problem occurs.	<input type="radio"/>						
20.	Addressing problems in a timely manner.	<input type="radio"/>						
21.	Resolving my concerns.	<input type="radio"/>						
Overall Satisfaction		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
22.	My Overall satisfaction with Corps products and services.	<input type="radio"/>						
23.	I would recommend the Corps of Engineers.	<input type="radio"/>						
24.	The Corps of Engineers would be my choice for future projects and services.	<input type="radio"/>						

Overall Comments/Suggestions

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

ENG FORM 6046, JAN 2013

APPENDIX B

Statistical Details

Table B-1: Survey Items – Detailed Ratings

General Services Item	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
Attitude												
S1 Customer Focus	3	0.3	14	1.6	36	4.1	283	31.9	552	62.2	888	100.0
S2 Listening to My Needs	4	0.5	17	1.9	29	3.3	235	26.5	601	67.8	886	100.0
S3 Reliability	8	0.9	20	2.3	52	5.9	261	29.5	545	61.5	886	100.0
S4 Treats Me as Team Member	4	0.5	7	0.8	32	3.6	175	20.0	659	75.1	877	100.0
S5 Flexible to My Needs	6	0.7	15	1.7	60	6.9	290	33.1	504	57.6	875	100.0
Services												
S6 Quality Products	6	0.7	10	1.2	47	5.6	277	32.9	503	59.7	843	100.0
S7 Satisfying My Requirements	5	0.6	13	1.6	58	7.0	290	34.9	466	56.0	832	100.0
Staff												
S8 Responsiveness	4	0.5	14	1.6	32	3.6	212	24.0	620	70.3	882	100.0
S9 Technical Competency	1	0.1	4	0.5	22	2.5	221	25.3	624	71.6	872	100.0
S10 Managing Effectively	9	1.1	15	1.8	50	5.9	270	31.8	506	59.5	850	100.0
Timeliness												
S11 Timely Service	11	1.3	29	3.3	108	12.4	307	35.2	418	47.9	873	100.0
S12 Meets My Schedule	20	2.4	24	2.8	107	12.6	288	33.9	411	48.4	850	100.0
Cost												
S13 Financial Info	5	0.8	13	2.1	77	12.2	222	35.1	316	49.9	633	100.0
S14 Cost of Services	6	0.9	23	3.6	136	21.4	224	35.2	247	38.8	636	100.0
S15 Focus on My Budget	6	0.9	20	3.1	95	14.5	222	33.9	311	47.6	654	100.0
Communication												
S16 Keeps Me Informed	4	0.5	15	1.7	59	6.7	281	32.0	518	59.1	877	100.0
S17 Corps' Documents	3	0.3	8	0.9	58	6.8	295	34.3	495	57.6	859	100.0
S18 Corps' Correspondence	5	0.6	7	0.8	58	6.7	295	34.1	500	57.8	865	100.0
Problem Solving												
S19 Notifies Me of Problems	2	0.2	15	1.8	47	5.6	258	30.7	519	61.7	841	100.0
S20 Timeliness Addressing Problems	4	0.5	24	2.9	60	7.2	290	34.6	461	54.9	839	100.0
S21 Problem Resolution	6	0.7	18	2.1	63	7.5	305	36.2	451	53.5	843	100.0
Overall												
S22 Overall Satisfaction	5	0.6	18	2.0	41	4.6	288	32.6	531	60.1	883	100.0
S23 I Recommend the Corps	8	0.9	11	1.3	49	5.8	239	28.3	538	63.7	845	100.0
S24 My Choice for Future Work	8	1.0	15	1.9	62	7.8	237	29.6	478	59.8	800	100.0

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

<u>Survey Scales</u>		<u>Customer</u>	<u>Stakeholder</u>	<u>Total</u>
Attitude	Mean	4.59	4.48	4.56
	N	549	295	844
Services	Mean	4.50	4.42	4.47
	N	528	286	814
Staff	Mean	4.60	4.59	4.60
	N	542	295	837
Timeliness	Mean	4.27	4.22	4.25
	N	538	290	828
Cost	Mean	4.24	4.13	4.20
	N	466	218	684
Communication	Mean	4.50	4.44	4.48
	N	541	294	835
Problem Solving	Mean	4.48	4.40	4.45
	N	526	283	809
Overall	Mean	4.53	4.39	4.48
	N	544	294	838
Composite	Mean	4.49	4.42	4.46
	N	549	295	844
<u>Survey Items</u>		<u>Customer</u>	<u>Stakeholder</u>	<u>Total</u>
S1 Customer Focus	Mean	4.59	4.46	4.55
	N	547	293	840
S2 Listening to My Needs	Mean	4.63	4.53	4.60
	N	543	295	838
S3 Reliability	Mean	4.53	4.43	4.49
	N	543	295	838
S4 Treats Me as Team Member	Mean	4.72	4.63	4.69
	N	541	290	831
S5 Flexible to My Needs	Mean	4.50	4.36	4.45
	N	537	292	829
S6 Quality Products	Mean	4.51	4.47	4.50
	N	516	280	796
S7 Satisfying My Requirements	Mean	4.49	4.37	4.44
	N	509	276	785
S8 Responsiveness	Mean	4.62	4.64	4.63
	N	540	294	834
S9 Technical Competency	Mean	4.68	4.68	4.68
	N	533	291	824
S10 Managing Effectively	Mean	4.49	4.45	4.48
	N	518	287	805

S11 Timely Service	Mean	4.27	4.24	4.26
	N	535	290	825
S12 Meets My Schedule	Mean	4.26	4.20	4.24
	N	523	279	802
S13 Financial Info	Mean	4.34	4.25	4.31
	N	415	183	598
S14 Cost of Services	Mean	4.15	3.93	4.08
	N	414	189	603
S15 Focus on My Budget	Mean	4.30	4.14	4.25
	N	431	191	622
S16 Keeps Me Informed	Mean	4.50	4.45	4.48
	N	536	293	829
S17 Corps' Documents	Mean	4.50	4.45	4.48
	N	532	281	813
S18 Corps' Correspondence	Mean	4.51	4.44	4.48
	N	532	286	818
S19 Notifies Me of Problems	Mean	4.53	4.50	4.52
	N	516	278	794
S20 Timeliness Addressing Problems	Mean	4.45	4.34	4.41
	N	511	280	791
S21 Problem Resolution	Mean	4.44	4.34	4.40
	N	515	281	796
S22 Overall Satisfaction	Mean	4.55	4.41	4.50
	N	542	294	836
S23 I Recommend the Corps	Mean	4.57	4.43	4.52
	N	523	276	799
S24 My Choice for Future Work	Mean	4.50	4.36	4.45
	N	501	257	758

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

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

Table B-3: Scale Scores by Business Line

<u>Scales</u>		<u>Emerg Mgmt</u>	<u>Environ</u>	<u>Flood Ctrl</u>	<u>Nav</u>	<u>Rec</u>	<u>Water Qual</u>	<u>Other</u>	<u>Multiple</u>	<u>Total</u>
Attitude	Mean	4.65	4.61	4.56	4.50	4.68	4.51	4.57	4.43	4.56
	N	24	191	246	171	43	36	68	68	847
Services	Mean	4.52	4.53	4.47	4.42	4.53	4.45	4.43	4.41	4.47
	N	24	181	242	167	39	33	64	67	817
Staff	Mean	4.75	4.66	4.59	4.53	4.68	4.54	4.61	4.50	4.59
	N	24	189	243	171	42	35	68	68	840
Timeliness	Mean	4.31	4.25	4.30	4.19	4.54	4.29	4.19	4.07	4.25
	N	24	187	244	166	41	35	66	68	831
Cost	Mean	4.11	4.25	4.23	4.11	4.60	4.21	4.24	4.00	4.21
	N	21	160	199	135	28	30	57	56	686
Communication	Mean	4.54	4.57	4.47	4.42	4.70	4.33	4.39	4.44	4.48
	N	24	189	243	171	41	35	67	68	838
Problem Solving	Mean	4.54	4.51	4.44	4.39	4.64	4.41	4.46	4.29	4.45
	N	23	182	232	166	40	34	67	68	812
Overall	Mean	4.60	4.51	4.48	4.48	4.67	4.48	4.46	4.30	4.48
	N	24	190	244	170	43	35	68	67	841
Composite	Mean	4.55	4.51	4.47	4.40	4.63	4.42	4.45	4.35	4.46
	N	24	191	246	171	43	36	68	68	847

Table B-4: Scale Scores by Phase

<u>Scale</u>	-	<u>Recon</u>	<u>Feasibility</u>	<u>PE&D</u>	<u>Construction</u>	<u>O&M</u>	<u>Multiple</u>	<u>Other/NA</u>	<u>Total</u>
Attitude	Mean	4.79	4.60	4.67	4.48	4.48	4.56	4.62	4.55
	N	24	135	64	146	219	145	108	841
Services	Mean	4.71	4.53	4.51	4.38	4.39	4.50	4.55	4.47
	N	24	129	63	142	208	141	104	811
Staff	Mean	4.74	4.61	4.67	4.55	4.57	4.57	4.63	4.59
	N	23	134	64	145	217	143	108	834
Timeliness	Mean	4.44	4.20	4.36	4.16	4.21	4.22	4.42	4.25
	N	24	131	64	145	213	143	105	825
Cost	Mean	4.44	4.25	4.29	4.17	4.16	4.12	4.30	4.20
	N	16	121	53	135	167	112	76	680
Communication	Mean	4.48	4.50	4.56	4.45	4.45	4.46	4.52	4.48
	N	23	134	64	144	218	143	106	832
Problem Solving	Mean	4.54	4.45	4.54	4.40	4.42	4.42	4.52	4.45
	N	21	126	62	142	213	141	101	806
Overall	Mean	4.72	4.50	4.52	4.37	4.44	4.49	4.59	4.48
	N	24	133	64	146	218	142	108	835
Composite	Mean	4.64	4.48	4.54	4.39	4.42	4.45	4.54	4.46
	N	24	135	64	146	219	145	108	841

Mean \geq 4.00 Green
3.00 \leq Mean \leq 3.99 Amber
Mean $<$ 3.00 Red

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

Table B-5: Stakeholders by District by Year

District	2009		2010		2011		2012		2013		2014		2015		2016		2017		2018	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
LRB	43	2.70	72	3.50	50	2.70	56	3.20	61	4.10	54	4.10	55	4.20	25	2.20	32	3.10	22	2.50
LRC	38	2.40	35	1.70	35	1.90	66	3.80	46	3.10	25	1.90	21	1.60	34	3.00	24	2.30	31	3.50
LRE	79	4.90	79	3.90	63	3.40	50	2.90	38	2.50	57	4.30	30	2.30	11	1.00	24	2.30	28	3.10
LRH	46	2.90	43	2.10	47	2.60	42	2.40	26	1.70	28	2.10	27	2.10	33	2.90	27	2.60	21	2.40
LRL	31	1.90	28	1.40	20	1.10	18	1.00	11	0.70	13	1.00	17	1.30	23	2.00	13	1.30	18	2.00
LRN	29	1.80	24	1.20	12	0.70	25	1.40	24	1.60	27	2.00	26	2.00	22	1.90	11	1.10	12	1.30
LRP	35	2.20	37	1.80	37	2.00	40	2.30	22	1.50	22	1.70	18	1.40	13	1.10	13	1.30	5	0.60
MVK	53	3.30	111	5.40	96	5.20	83	4.80	62	4.10	59	4.50	63	4.80	54	4.80	61	5.90	59	6.60
MVM	100	6.20	100	4.90	64	3.50	59	3.40	24	1.60	33	2.50	45	3.40	35	3.10	24	2.30	10	1.10
MVN	133	8.20	191	9.30	139	7.60	131	7.50	126	8.40	128	9.70	136	10.40	119	10.50	122	11.80	86	9.60
MVP	71	4.40	114	5.60	74	4.00	72	4.10	48	3.20	37	2.80	49	3.70	48	4.20	33	3.20	33	3.70
MVR	97	6.00	145	7.10	93	5.10	53	3.00	66	4.40	39	3.00	97	7.40	59	5.20	69	6.70	49	5.50
MVS	72	4.50	160	7.80	98	5.30	93	5.30	82	5.50	97	7.40	79	6.00	85	7.50	57	5.50	57	6.40
NAB	17	1.10	22	1.10	21	1.10	19	1.10	39	2.60	23	1.70	22	1.70	19	1.70	22	2.10	21	2.40
NAE	11	0.70	9	0.40	17	0.90	19	1.10	21	1.40	18	1.40	23	1.80	19	1.70	33	3.20	20	2.20
NAN	42	2.60	34	1.70	34	1.90	36	2.10	25	1.70	24	1.80	19	1.40	21	1.90	17	1.60	34	3.80
NAO	43	2.70	37	1.80	41	2.20	35	2.00	22	1.50	21	1.60	21	1.60	22	1.90	18	1.70	18	2.00
NAP	12	0.70	15	0.70	37	2.00	19	1.10	19	1.30	15	1.10	17	1.30	14	1.20	13	1.30	5	0.60
NWK	54	3.30	86	4.20	65	3.50	58	3.30	52	3.50	39	3.00	46	3.50	41	3.60	34	3.30	45	5.00
NWO	49	3.00	97	4.70	69	3.80	79	4.50	55	3.70	50	3.80	48	3.70	35	3.10	36	3.50	19	2.10
NWP	11	0.70	34	1.70	54	2.90	78	4.50	38	2.50	34	2.60	26	2.00	20	1.80	13	1.30	32	3.60
NWS	31	1.90	28	1.40	106	5.80	60	3.40	47	3.10	47	3.60	30	2.30	46	4.10	31	3.00	29	3.30
NWW	38	2.40	75	3.70	93	5.10	92	5.30	100	6.70	79	6.00	56	4.30	40	3.50	44	4.20	25	2.80
POA	26	1.60	30	1.50	31	1.70	32	1.80	30	2.00	21	1.60	28	2.10	17	1.50	10	1.00	12	1.30
POH	12	0.70	0	0.00	23	1.30	15	0.90	5	0.30	13	1.00	10	0.80	10	0.90	12	1.20	0	0.00
SAC	20	1.20	19	0.90	25	1.40	27	1.60	25	1.70	19	1.40	23	1.80	19	1.70	16	1.50	17	1.90
SAJ	72	4.50	64	3.10	31	1.70	31	1.80	40	2.70	16	1.20	21	1.60	22	1.90	25	2.40	29	3.30
SAM	30	1.90	45	2.20	45	2.50	45	2.60	44	2.90	33	2.50	22	1.70	27	2.40	22	2.10	19	2.10
SAS	25	1.50	27	1.30	25	1.40	26	1.50	33	2.20	30	2.30	29	2.20	31	2.70	27	2.60	21	2.40
SAW	38	2.40	23	1.10	25	1.40	22	1.30	19	1.30	7	0.50	11	0.80	8	0.70	3	0.30	10	1.10
SPA	24	1.50	15	0.70	10	0.50	10	0.60	6	0.40	6	0.50	4	0.30	8	0.70	5	0.50	0	0.00

<u>District</u>	<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>	
SPK	53	3.30	63	3.10	83	4.50	62	3.60	39	2.60	30	2.30	31	2.40	23	2.00	26	2.50	16	1.80
SPL	57	3.50	56	2.70	35	1.90	38	2.20	59	3.90	54	4.10	35	2.70	30	2.60	36	3.50	25	2.80
SPN	21	1.30	26	1.30	22	1.20	38	2.20	36	2.40	18	1.40	35	2.70	16	1.40	19	1.80	15	1.70
SWF	37	2.30	24	1.20	29	1.60	33	1.90	53	3.50	36	2.70	41	3.10	23	2.00	22	2.10	12	1.30
SWG	28	1.70	46	2.20	48	2.60	29	1.70	18	1.20	34	2.60	17	1.30	23	2.00	16	1.50	9	1.00
SWL	21	1.30	19	0.90	21	1.10	26	1.50	19	1.30	18	1.40	17	1.30	12	1.10	12	1.20	19	2.10
SWT	15	0.90	13	0.60	17	0.90	24	1.40	16	1.10	14	1.10	18	1.40	27	2.40	15	1.40	9	1.00
Total	1614	100.00	2046	100.00	1835	100.00	1741	100.00	1496	100.00	1318	100.00	1313	100.00	1134	100.00	1037	100.00	892	100.00

Table B-6: Scale Scores by Survey Year⁸

<u>Scale</u>		<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Attitude	Mean	4.39	4.39	4.42	4.44	4.43	4.41	4.43	4.44	4.50	4.55
	N	1606	2042	1828	1733	1494	1312	1312	1132	1033	892
Services	Mean	4.30	4.31	4.34	4.35	4.36	4.35	4.37	4.35	4.41	4.47
	N	1534	1944	1759	1665	1448	1257	1256	1085	995	861
Staff	Mean	4.46	4.46	4.50	4.51	4.50	4.51	4.49	4.50	4.56	4.59
	N	1603	2033	1825	1726	1489	1308	1305	1129	1030	885
Timeliness	Mean	4.01	4.08	4.13	4.16	4.12	4.14	4.15	4.16	4.21	4.24
	N	1575	2001	1775	1693	1466	1291	1299	1105	1016	876
Cost	Mean	4.02	4.02	4.12	4.11	4.09	4.12	4.09	4.10	4.18	4.20
	N	1401	1695	1506	1419	1193	1064	1064	894	841	722
Communication	Mean	4.35	4.35	4.38	4.41	4.40	4.40	4.41	4.42	4.47	4.48
	N	1600	2026	1814	1728	1486	1308	1308	1128	1026	883
Problem Solving	Mean	4.28	4.25	4.29	4.34	4.33	4.29	4.32	4.32	4.40	4.44
	N	1545	1974	1767	1679	1447	1279	1277	1098	1003	857
Overall	Mean	4.30	4.30	4.34	4.35	4.35	4.36	4.36	4.35	4.43	4.48
	N	1596	2043	1813	1722	1480	1307	1303	1128	1031	886
Composite	Mean	4.29	4.29	4.34	4.36	4.35	4.35	4.35	4.35	4.41	4.46
	N	1609	2045	1832	1738	1494	1314	1312	1134	1035	892

⁸ Items in **bold** are statistically significant at $\alpha = .05$.

Table B-7: Item Scores by Survey Year⁹

Item		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
S1 Customer Focus	Mean	4.40	4.39	4.42	4.43	4.42	4.41	4.41	4.43	4.48	4.54
	N	1597	2029	1819	1725	1487	1306	1307	1128	1027	888
S2 Listening to My Needs	Mean	4.48	4.46	4.48	4.51	4.49	4.47	4.50	4.51	4.56	4.59
	N	1599	2028	1815	1727	1483	1303	1296	1128	1029	886
S3 Reliability	Mean	4.28	4.29	4.34	4.37	4.34	4.35	4.37	4.36	4.42	4.48
	N	1595	2028	1812	1722	1484	1303	1305	1125	1020	886
S4 Treats Me as Team Member	Mean	4.52	4.52	4.55	4.55	4.55	4.52	4.53	4.56	4.61	4.69
	N	1587	2016	1802	1705	1468	1292	1292	1118	1021	877
S5 Flexible to My Needs	Mean	4.30	4.30	4.35	4.35	4.34	4.32	4.34	4.35	4.40	4.45
	N	1580	2000	1794	1718	1467	1290	1287	1108	1017	875
S6 Quality Products	Mean	4.31	4.34	4.36	4.39	4.40	4.39	4.40	4.39	4.44	4.50
	N	1508	1916	1732	1642	1425	1243	1241	1075	978	843
S7 Satisfying My Requirements	Mean	4.30	4.29	4.31	4.33	4.33	4.31	4.33	4.32	4.38	4.44
	N	1482	1870	1692	1608	1389	1201	1208	1032	949	832
S8 Responsiveness	Mean	4.51	4.50	4.55	4.57	4.52	4.54	4.52	4.53	4.59	4.62
	N	1596	2030	1820	1724	1486	1302	1302	1126	1026	882
S9 Technical Competency	Mean	4.56	4.55	4.58	4.60	4.60	4.61	4.58	4.62	4.65	4.68
	N	1586	2014	1809	1710	1472	1293	1281	1115	1021	872
S10 Managing Effectively	Mean	4.32	4.32	4.37	4.37	4.39	4.38	4.37	4.36	4.43	4.47
	N	1559	1984	1773	1666	1451	1276	1266	1101	1002	850
S11 Timely Service	Mean	4.01	4.08	4.14	4.16	4.13	4.14	4.16	4.16	4.21	4.25
	N	1569	1994	1770	1687	1459	1285	1296	1097	1011	873
S12 Meets My Schedule	Mean	4.00	4.06	4.11	4.16	4.11	4.14	4.15	4.16	4.19	4.23
	N	1535	1953	1726	1652	1426	1264	1264	1074	969	850
S13 Financial Info	Mean	4.14	4.16	4.23	4.21	4.19	4.22	4.21	4.22	4.26	4.31
	N	1275	1548	1382	1283	1101	962	943	815	767	633
S14 Cost of Services	Mean	3.80	3.80	3.95	3.92	3.93	3.98	3.94	3.93	4.02	4.07
	N	1270	1533	1370	1265	1054	957	948	786	768	636
S15 Focus on My Budget	Mean	4.10	4.06	4.17	4.16	4.12	4.15	4.12	4.15	4.22	4.24
	N	1281	1555	1396	1303	1089	980	973	804	769	654
S16 Keeps Me Informed	Mean	4.34	4.33	4.36	4.41	4.38	4.37	4.37	4.38	4.43	4.48
	N	1595	2022	1798	1721	1477	1296	1298	1116	1020	877
S17 Corps' Documents	Mean	4.37	4.37	4.39	4.42	4.43	4.43	4.42	4.47	4.50	4.48
	N	1544	1952	1745	1658	1441	1261	1268	1083	993	859
S18 Corps' Correspondence	Mean	4.36	4.36	4.40	4.41	4.39	4.41	4.43	4.43	4.48	4.48
	N	1578	1990	1785	1699	1461	1284	1286	1112	1002	865
S19 Notifies Me of Problems	Mean	4.37	4.34	4.36	4.42	4.42	4.37	4.39	4.40	4.47	4.52
	N	1512	1923	1728	1640	1408	1248	1245	1076	981	841
S20 Timeliness Addressing Problems	Mean	4.22	4.21	4.27	4.30	4.29	4.25	4.28	4.28	4.36	4.41
	N	1519	1934	1741	1655	1419	1260	1254	1082	983	839

⁹ Items in **bold** are statistically significant at $\alpha = .05$.

<u>Item</u>		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
S21 Problem Resolution	Mean	4.23	4.21	4.26	4.29	4.29	4.25	4.28	4.30	4.36	4.40
	N	1516	1936	1739	1651	1426	1259	1253	1076	985	843
S22 Overall Satisfaction	Mean	4.35	4.35	4.38	4.39	4.39	4.41	4.40	4.41	4.47	4.50
	N	1590	2020	1808	1721	1476	1296	1296	1121	1026	883
S23 I Recommend the Corps	Mean	4.33	4.32	4.38	4.38	4.39	4.38	4.39	4.38	4.46	4.52
	N	1535	1934	1723	1667	1404	1236	1233	1082	977	845
S24 My Choice for Future Work	Mean	4.23	4.23	4.30	4.30	4.29	4.31	4.31	4.29	4.36	4.45
	N	1486	1866	1667	1594	1351	1177	1187	1029	946	800

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

APPENDIX C

Customer Agencies by District

<u>District</u>	<u>Count</u>	<u>Agency</u>
Buffalo	1	Village of Aurora
	2	Ohio EPA
	3	Finger
	4	City of Independence
	5	Lake County
	6	City of Painesville
	7	USFWS
	8	Erie County DPW - Division of Highways
	9	U.S. EPA
	10	Williams County
	11	Ohio DNR
	12	City of Parma
	13	Ottawa County Sanitary Engineering Department
	14	NYS Department of Transportation
	15	NASA Glenn Research Center
	16	Toledo-Lucas County Port Authority
	17	Conneaut Port Authority
	18	Gateway Trade Center
	19	New York Power Authority
	20	City of Buffalo
	21	PA DCNR, Presque Isle State Park
	22	New York State Department of Environmental Conservation
Chicago	1	McHenry County Conservation District
	2	Illinois International Port District
	3	Municipality of Guayanilla
	4	Du Page County Stormwater Mgmt
	5	OC Public Works
	6	COUNTY OF ORANGE
	7	Brian Radner
	8	CDOT
	9	City of Whiting
	10	Chicago Park District
	11	USEPA
	12	Chicago Park District
	13	U.S. Geological Survey
	14	MWRDGC
	15	U.S. Fish and Wildlife Service
	16	USEPA
	17	The Morton Arboretum
	18	Openlands
	19	City of Chicago-Transportation
	20	Village of Mount Prospect
	21	MWRDGC
	22	US Immigration and Customs Enforcement
	23	NASCO

	24	Wendela Sightseeing Company, Inc.
	25	Entertainment Cruises
	26	WAUKEGAN HARBOR CITIZENS ADVISORY GROUP
	27	Hanson Aggregates
	28	Michigan City Port Authority
	29	Metropolitan Water Reclamation District of Greater Chicago
	30	Will County Emergency Management Agency
	31	General Services Administration/Public Buildings Service
Detroit	1	MDOT/IBA
	2	KENOSHA COUNTY
	3	Village of Mount Pleasant
	4	City of Grosse Pointe Farms
	5	Great Lakes Fishery Commission
	6	Milwaukee Metropolitan Sewerage District
	7	City of Grand Rapids, MI.
	8	Western Lake Superior Sanitary District
	9	Michigan Department of Natural Resources
	10	City of Fort Wayne Indiana
	11	MN Pollution Control Agency
	12	Minnesota Pollution Control Agency
	13	Great Lakes Small Harbors Coalition
	14	US Coast Guard
	15	LAKE CARRIERS ASSOCIATION
	16	Verplank Dock Co.
	17	Dock 63 Inc.
	18	U.S. Fish and Wildlife Service
	19	MMSD
	20	U.S. Fish and Wildlife Service
	21	Grand Traverse Band of Ottawa and Chippewa Indians
	22	Detroit RiverFront Conservancy
	23	Milwaukee Metropolitan Sewerage District
	24	City of South Bend, IN
	25	Minnesota Pollution Control Agency
	26	Red Cliff Band of Lake Superior Chippewa
	27	City of Ashland Parks and Recreation
	28	Genesee County Drain Commissioner Water Waste Services
Huntington	1	Eastern Kentucky PRIDE, Inc.
	2	Kanawha PSD
	3	Village of Zoar
	4	City of Nelsonville
	5	Muskingum County
	6	Meigs County
	7	City of Kenova
	8	Village of Cadiz
	9	City of Richwood
	10	Claywood Park PSD
	11	Fayette county

	12	City of Elkhorn City
	13	Town of Boone, NC
	14	Big Sandy Area Development District
	15	Dickenson County Public Schools
	16	Floyd County Fiscal Court
	17	McDowell County Commission
	18	City of Hinton
	19	Ohio EMA
	20	Coshocton County Commissioner
	21	American Commercial Barge Line
Louisville	1	IN DHS
	2	Southbank Partners Inc.
	3	Louisville MSD
	4	The Nature Conservancy
	5	Kentucky River Authority
	6	Bowling Green Municipal Utilities
	7	Kentucky Division of Water
	8	River Heritage Conservancy, Inc.
	9	Ohio River Basin Alliance
	10	Louisville Metro Public Works
	11	ORSANCO
	12	Town Branch Fund
	13	Mill Creek Valley Conservancy District
	14	Russel Allison Ambraw Levee District
	15	City of Indianapolis, Department of Public Works
	16	Vincennes Water Utilities/ City of Vincennes
	17	IDHS
	18	Ohio Department of Natural Resources
Nashville	1	City of Gallatin
	2	City of Asheville
	3	City of Lebanon
	4	U.S. Fish and Wildlife Service
	5	Tennessee Wildlife Resources Agency
	6	River Management, Navigation
	7	Tennessee River Valley Association
	8	US Fish Wildlife Service
	9	U.S. Fish Wildlife Service
	10	Cumberland River Compact
	11	Southern Illinois Power Cooperative
	12	Harlan County Fiscal Court
Pittsburgh	1	Seneca Nation of Indians
	2	Village of Lore City
	3	Village of New Waterford
	4	Bradys Run Sanitary Authority
	5	Trumbull County Disc Golf Associates
Vicksburg	1	Arkansas Natural Resources Commission
	2	Port of Greenville

3	City of Vicksburg
4	Red River Waterway Commission
5	Fifth La Levee District
6	Fifth La Levee District
7	Arkansas State Parks - Daisy State Park
8	Rosedale-Bolivar County Port Commission
9	Arkansas Waterways Commission
10	City of Hot Springs
11	Oxford-Lafayette County Economic Development Foundation
12	Army Corp of Engineers Vicksburg District
13	City of Water Valley
14	Tensas Basin Levee District
15	PROJECT CHAIRMAN
16	Mountain Harbor Resort
17	De Gray Lake Resort State Park
18	Red River Valley Association
19	Red River Valley Association
20	Southeast Arkansas Levee District
21	VA/NCA
22	Chicot-Desha Metropolitan Port Authority
23	City of Lumberton
24	Mississippi Department of Wildlife, Fisheries and Parks
25	YMD Joint Water Management District
26	Rankin-Hinds Pearl River Flood and Drainage Control District
27	Parish of Caddo
28	Bouef Tensas Regional Irrigation Water Distribution District
29	Central Arkansas Water
30	Municipality
31	City of Greenville
32	Town of Bolton
33	Public Entity
34	Mississippi Valley State University
35	City of Crystal Springs
36	City of Laurel
37	Mississippi Valley State University
38	City of Clarksdale
39	Yazoo-Mississippi Delta Levee Board
40	Attorney for SEARK Levee District
41	Ouachita River Valley Association
42	Claiborne County Port Commission
43	Arkansas Red River Commission
44	Warren County Port Commission
45	Parish of Caddo
46	Cane River National Heritage Area
47	Southwestern Power Administration
48	Mississippi Emergency Management Agency
49	USFWS

	50	LDWF
	51	Mississippi Dept. of Wildlife, Fisheries, and Parks
	52	U.S. Fish Wildlife Service
	53	FEMA
	54	Red River Waterway Commission
	55	USFWS
	56	Caddo Parish LA Department of Parks and Recreation
	57	Webster Parish Police Jury
	58	Bass Pro Shops
	59	Delta Council
Memphis	1	U.S. Fish Wildlife Service
	2	Dyer County
	3	Wrid
	4	Osceola River Port
	5	Northwest Tennessee Regional Port Authority
	6	Pemiscot County Port Authority
	7	Arkansas Waterways Commission
	8	Hickman Fulton County Riverport Authority
	9	Arkansas Game and Fish Commission
	10	Shelby County
New Orleans	1	NOAA
	2	Alllen Parish Police Jury
	3	Lafourche Parish Government
	4	City of DeQuincy
	5	Parish of Ascension
	6	JEFFERSON DAVIS PARISH POLICE JURY
	7	Evangeline Parish Police Jury
	8	St. Landry Parish Government
	9	Vernon Parish Police Jury
	10	City of Walker
	11	City of Crowley
	12	St. Martin Parish Government
	13	Beauregard Parish Police Jury
	14	St. Helena Parish Police Jury
	15	St. Charles Parish
	16	Vernon Parish Police Jury
	17	Abbeville Harbor Terminal
	18	USGS
	19	Barataria-Terrebonne National Estuary Program
	20	Coastal Engineering Solutions
	21	AIMS Group, Inc.
	22	Lafourche Basin Levee District
	23	Lafourche Basin Levee District
	24	DOTD
	25	East Baton Rouge Parish Department of Transportation and Drainage
	26	Luhr Bros., Inc
	27	Town of Berwick

28	City of Central
29	CPRA
30	LA DOTD
31	AIMS Group, Inc.
32	CPRA
33	Pontchartrain Levee District
34	Sewer Water Board of New Orleans
35	Crescent River Port Pilots Association
36	Big River Coalition
37	Terral River Service
38	Gulf Intracoastal Canal Association
39	Wax Lake East Drainage District
40	St. Mary Levee District
41	USDA_NRCS
42	Cameron LNG
43	USFWS
44	LOUISIANA FARM BUREAU FEDERATION
45	U. S. Fish and Wildlife Service
46	ST TAMMANY PARISH GOVERNMENT
47	Assumption Parish OHSEP
48	Fifth La Levee District
49	Fifth La Levee District
50	South Lafourche Levee District
51	Terrebonne Levee Conservation District
52	St. Mary Levee District
53	Tangipahoa Parish Government
54	DEPT OF CORRECTIONS - LA STATE PENITENTIARY
55	St. Mary Levee District
56	Atchafalaya Basin Levee District
57	CPRA
58	Red River Atchafalaya Bayou Boues Levee District
59	CPRA
60	Sidney A. Murray Jr Hydroelectric Station
61	Terrebonne Port Commission
62	U.S. Coast Guard
63	Lake Charlea Harbor and Terminal District
64	Greater Lafourche Port Commission
65	CPRA
66	Teche-Vermilion Fresh Water District
67	Teche-Vermilion Fresh Water District
68	LA Wildlife Fisheries
69	Atchafalaya Basin Levee District
70	CITGO
71	Port of Morgan City
72	Dept of Transportation and Development OMC
73	Terrebonne Parish Consolidated Government
74	LADOTD

	75	CPRA
	76	Red River Valley Association
	77	Jefferson Parish
	78	NOAA
	79	CPRA, Louisiana
	80	US Fish and Wildlife Service
	81	Louisiana State University
	82	St. Bernard Parish Government
	83	St. Mary Parish Government
	84	City of Morgan City
	85	Pontchartrain Levee District
	86	Bass Pro Shops
St Paul	1	Buffalo-Red River Watershed District
	2	Prairie Island Indian Community
	3	City of Petersburg, ND
	4	City of Pease
	5	MN DNR
	6	City of Isle
	7	Sisseton Wahpeton
	8	Koochiching
	9	Ramsey County Parks and Recreation
	10	Upper Minnesota River Watershed District
	11	North Dakota State Water Commission
	12	City of Wabasha
	13	North Dakota State Water Commission
	14	City of Montevideo
	15	MNDNR
	16	City of Fargo
	17	City of Fargo
	18	City of Moorhead
	19	Cass County
	20	MNDNR
	21	Red River Basin Commission
	22	City of Minot
	23	N.D. Department of Emergency Services
	24	MN DNR
	25	Wisconsin DNR
	26	State of Minnesota
	27	Souris River Joint Board
	28	Dept. of Natural Resources
	29	MnDNR
	30	Wisconsin Emergency Management
	31	NOAA - National Weather Service
	32	City of Winona
	33	Upper Mississippi River Basin Association
Rock Island	1	City of Cedar Rapids
	2	Trip pilot

3	Tri-County Regional Planning Commission
4	Iowa DNR
5	City of Clive
6	City of Streator
7	munic
8	Coal Creek Drainage and Levee District
9	City of Clinton ,Iowa
10	MARION COUNTY CONSERVATION DEPT.
11	City of Fort Dodge
12	Iowa DNR
13	Missouri Department of Conservation
14	Clinton County Conservation Board
15	IA DNR
16	Johnson Co EMA
17	Banner Special Drainage and Levee District
18	Valley Levee Drainage Dist
19	City of Cascade
20	Quincy Park District
21	Iowa Department of Natural Resources, Lake Macbride State Park
22	Iowa Department of Natural Resources
23	Johnson County Conservation
24	Johnson County Conservation
25	Johnson County Conservation Board
26	FoCL
27	Johnson County Secondary Roads
28	Johnson County Conservation Board
29	Iowa Department of Natural Resources
30	Iowa DNR
31	USFWS
32	The Nature Conservancy
33	Missouri Department of Conservation
34	USDA-NRCS
35	Village of Chandlerville
36	City of Rock Island
37	Jones Co EMA
38	Johnson County Secondary Roads
39	EPDL
40	City of Keokuk
41	IL Dept of Natural Resources
42	Iowa Homeland Security and Emergency Management Dept.
43	Iowa DNR
44	Lehigh Hanson
45	Hanson Aggregates
46	Polk County Public Works
47	Iowa Department of Natural Resources
48	The Nature Conservancy
49	Iowa Department of Natural Resources

St Louis	1	Missouri Department of Natural Resources
	2	Missouri Department of Conservation
	3	U.S. Fish and Wildlife Service
	4	CITIZENS COMMITTEE FOR FLOOD RELIEF
	5	Jersey County, IL
	6	Missouri SEMA
	7	East-West Gateway Council of Governments
	8	City of Arnold
	9	The Nature Conservancy
	10	USGS WMA
	11	City of Eureka
	12	City of De Soto
	13	City of Wood River
	14	Metropolitan St. Louis Sewer District
	15	USFWS
	16	City of Belleville
	17	Metro-East Sanitary District
	18	Augusta Bottom River Levee Protection
	19	City of Cape Girardeau, Mo
	20	Wood River Drainage Levee District
	21	Brevator Levee District
	22	Osage Marine Service/St Louis Harbor Association
	23	Florida Marine
	24	Navarro Research and Engineering, Inc.
	25	Illinois Department of Natural Resources
	26	Illinois Dept. of Natural Resources
	27	Monroe City Whitetails Unlimited/MO Master Naturalist
	28	IDNR
	29	Southwestern Power Administration
	30	Canton Marine Towing Co.
	31	Southern Illinois Transfer, Inc.
	32	Mark Twain Lake VERCC
	33	Benton/West City Area Chamber
	34	Lithia Springs Marina
	35	Rend Lake Marina
	36	Illinois Department of Natural Resources
	37	Blackjack Marina INC
	38	Benton/West City Economic Development Corp.
	39	General Dacey Trail Committee
	40	Missouri State Parks
	41	Franklin Co Regional Economic Development Corp
	42	Rend Lake Area Tourism Council
	43	Sullivan Chamber Economic Development
	44	Central Illinois Mountain Bicycling Association (CIMBA)
	45	Shelby County Office Of Tourism
	46	IDNR
	47	IDNR-OWR

	48	Rend Lake Conservancy District
	49	Okaw Valley
	50	Carlyle Lake Assn., Carlyle Sailing Assn., Kaskaskia Watershed Assn.
	51	FRANKLIN COUNTY SHERIFFS OFFICE
	52	US Fish and Wildlife Service
	53	Illinois Department of Natural Resources
	54	Department of Natural Resources
	55	US Fish and Wildlife Great River, Clarence Cannon, Middle Mississippi NWRs
	56	EPA R7
	57	US EPA Region 7
Baltimore	1	PRINCE GEORGES COUNTY DEPT OF ENVIRONMENT
	2	National Park Service
	3	State of Maryland, Department of Natural Resources
	4	Town of Ocean City
	5	Luzerne County Flood Protection Authority
	6	City of Scranton
	7	Wicomico County
	8	Somerset County Commissioners
	9	Maryland Port Administration
	10	Susquehanna River Basin Commission
	11	public works prince william county
	12	City of Laurel, Maryland
	13	National Mall Coalition
	14	Federal Emergency Management Agency - Department of Homeland Security
	15	Department of Energy and Environment
	16	Maryland Emergency Management Agency
	17	WVSA
	18	Fairfax Water
	19	Interstate Commission on the Potomac River Basin
	20	York County Planning Commission
	21	Washington County, Maryland Division of Environmental Management
New England	1	Planning consultant for Fairfield Harbor Management Commission
	2	Town of Truro, MA
	3	The Nature Conservancy
	4	City of Boston
	5	Bridgeport Port Authority
	6	Pease Development Authority
	7	Massport
	8	DCR
	9	NH Port Authority
	10	Town of Wells
	11	U.S. Coast Guard
	12	Town of Seabrook
	13	Town of Marshfield/ Police Department
	14	Town of Westbrook, CT
	15	City of Biddeford
	16	Scituate Harbormaster

	17	Old Saybrook Harbor Management Commission
	18	Town of New Shoreham
	19	Town of Scituate DPW
	20	U.S. Coast Guard Sector Boston
New York	1	Billion Oyster Project
	2	NY/NJ Baykeeper
	3	Natural Resources Group
	4	VT Department of Env. Conservation
	5	Port Authority of NY NJ
	6	New York City Department of Environmental Protection
	7	NYC Parks
	8	Borough of Highlands
	9	City of Newark, New Jersey
	10	Mayors Council Rahway River Watershed Flood Control
	11	Township of Denville
	12	NJDEP
	13	BOROUGH OF UNION BEACH ENGINEERS
	14	GREEN BROOK FLOOD CONTROL COMMISSION
	15	Village of West Hampton Dunes
	16	Somerset County
	17	Township of Middletown (New Jersey)
	18	Delaware County
	19	Northport VA Medical Center
	20	Lake Champlain Basin Program
	21	US General Services Administration
	22	NEW YORK MAYORS OFFICE OF RESILIENCY
	23	NJDEP
	24	NYSDEC
	25	NYSDEC
	26	NJDEP Coastal Engineering
	27	NJDEP Division of Coastal Engineering
	28	NJ Dept. of Environmental Protection, Div. Of Coastal Engineering
	29	The Port Authority of NY NJ
	30	PONYNJ
	31	New York City Department of Transportation
	32	NYSDEC
	33	NYSDEC
	34	VEM
Norfolk	1	Chesapeake Public Works
	2	CITY OF NEWPORT NEWS
	3	City of Chesapeake, Dept. of PW
	4	Chesapeake Bay Foundation
	5	Lynnhaven River NOW
	6	Amherst County Service Authority
	7	Virginia Maritime Association
	8	County of Accomack
	9	Town of Tangier

	10	City of Suffolk PWE
	11	Dismal Swamp Canal Welcome Center
	12	City Of Virginia Beach
	13	Virginia Pilot Association
	14	The Port of Virginia
	15	Virginia Port Authority
	16	VPA/POV
	17	U.S. Coast Guard Civil Engineering Unit Cleveland
	18	Virginia Department of Transportation
Philadelphia	1	New Jersey Department of Environmental Protection
	2	BRS, Inc.
	3	Delaware DNREC
	4	NJ Dept. of Environmental Protection, Div. of Coastal Engineering
	5	Pilots Association for the Bay River Delaware
Kansas City	1	Port KC
	2	City of Salina, Kansas
	3	Nebraska Game and Parks Commission
	4	KDWPT
	5	Iowa Department of Natural Resources
	6	Missouri Department of Natural Resources
	7	Prairie Band Potawatomi Nation
	8	MO Dept of Conservation
	9	City of Hays
	10	City of Topeka
	11	City of Bessemer
	12	Southwest Missouri Regional Water
	13	City of Platte City
	14	City of Saint Charles
	15	Kansas Water Office
	16	City of Parkville
	17	Kansas Dept. of Transportation (KDOT)
	18	City of Mission Hills, Kansas
	19	KC Water, City of Kansas City, MO
	20	Kaw Valley Drainage District
	21	City of Topeka
	22	Elwood-Gladden Drainage District
	23	Missouri Department of Conservation
	24	Kansas Wildlife, Parks, and Tourism
	25	Missouri Department of Conservation
	26	Missouri Dept Conservation
	27	Rural Water District No. 7, Johnson County
	28	Missouri Department of Conservation
	29	Kansas Department of Wildlife, Parks and Tourism
	30	MO Dept of Conservation
	31	City of Warsaw
	32	Warsaw Chamber of Commerce
	33	Stockton Lake Wildlife Challenge Triathlon/Duathlon

	34	Hermitage R-IV Schools
	35	See above
	36	City of Lawrence
	37	US Fish and Wildlife Service
	38	Iowa Department of Natural Resources
	39	Kansas Department of Agriculture
	40	Missouri SEMA
	41	Missouri SEMA
	42	MoDOT
	43	KC Water, City of Kansas City MO
	44	Missouri Department of Natural Resources
	45	Southwestern Power Administration
Omaha	1	Village of Ansley
	2	City of Sheridan, WY
	3	City of Lander
	4	City and County of Denver
	5	Urban Drainage and Flood Control District
	6	City and County of Denver
	7	Not Available
	8	City of Miles City
	9	Boulder County Parks Open Space
	10	City of Gothenburg
	11	City of Pick City
	12	Colorado Parks and Wildlife
	13	Mid-West Electric Consumers Association
	14	Nebraska Game and Parks Comm.
	15	MT DES
	16	South Dakota Office of Emergency Management
	17	Montana DNRC
	18	Iowa Homeland Sec. Emergency Management
	19	ND Department of Health
Portland	1	DEQ
	2	City of Monroe
	3	Multnomah County Drainage District #1
	4	NOAA Fisheries
	5	City of Portland
	6	Oregon Parks and Recreation Department
	7	Oregon Parks and Recreation Department
	8	Rogue River Watershed Council
	9	Bonneville Power Administration
	10	CRITFC
	11	Port of Umpqua
	12	Port of Ilwaco and Port of Chinook
	13	Wahkiakum County, WA
	14	Port of Portland
	15	Columbia River Bar Pilots
	16	USCG Civil Engineering Unit

	17	Opal Foundation
	18	Oregon DEQ
	19	BPA
	20	Linn County Parks
	21	Coast Fork Willamette Watershed Council
	22	Bonneville Power Administraton
	23	Northwest Power and Conservation Council
	24	Oregon Department of Environmental Quality
	25	NOAA Fisheries
	26	U.S. Fish and Wildlife Service
	27	Scappoose Drainage Improvement Company
	28	Sauvie Island Drainage Improvement Co.
	29	Rainier Drainage Improvement Co.
	30	Port of Port Orford
	31	Pacific Northwest Waterways Association
	32	Oregon Water Resources Department
Seattle	1	Skagit County
	2	Graham-Bunting Associates
	3	Hansell Mitzel, LLC
	4	Innovative Engineering
	5	Snohomish County Surface Water Management
	6	Pacific Northwest Waterways Association
	7	Skagit County Diking District #3
	8	Kootenai County Office of Emergency Management
	9	City of Mountlake Terrace
	10	Washington Department of Fish Wildlife
	11	City of Kellogg
	12	LeadToResults, LLC
	13	Port of Tacoma
	14	City of Worley
	15	French Slough Flood Control District
	16	City of Omak
	17	City of Tukwila
	18	Pierce County
	19	Bonner County Emergency Management
	20	Skagit County Dike District 12
	21	Clty of Pacific
	22	Washington State Department of Natural Resources
	23	Shoalwater Bay Tribe
	24	Confederated Tribes of the Colville Reservation
	25	City of Ocean Shores, WA
	26	Port of Grays Harbor
	27	Port of Skagit
	28	USCG District 13
	29	City of Westport
Walla Walla	1	Garden City
	2	Bonneville Power Administration

	3	USFWS/NPT
	4	Benton County Diking District #1
	5	Teton County WY Emergency Management
	6	Teton County, Wyoming
	7	Lucky Peak Power Plant
	8	Whitman County Commissioner
	9	Port of Columbia
	10	Tidewater Barge Lines
	11	Almota Elevator Company
	12	Pacific Northwest Waterways Association
	13	Shaver Transportation Company
	14	Boise Sailors Association
	15	IDWR
	16	Latah County
	17	Bingham County
	18	Idaho Office of Emergency Management
	19	Canyon County Sheriff
	20	NOAA/NWS
	21	DOE
	22	USFS, Boise National Forest
	23	Washington State Department of Ecology
	24	Office of River Protection
	25	US Department of Energy Richland Operations Office
Alaska	1	EIELSON
	2	None
	3	North Slope Borough
	4	City of Nome
	5	City of Nome, AK
	6	City of Whittier
	7	City of Kotzebue
	8	Petersburg Borough
	9	City of Homer
	10	Docks Harbors
	11	Petersburg Borough
	12	City of Nome
Charleston	1	City of Charleston
	2	City of Folly Beach
	3	City of North Myrtle Beach
	4	Horry County
	5	City of North Myrtle Beach
	6	Lake Marion Regional Water Agency
	7	SCDNR
	8	628 CES, Joint Base Charleston
	9	SC DNR
	10	EPA /Region4
	11	Charleston Pilots
	12	SC Department of Natural Resources

	13	U.S. Fish and Wildlife Service
	14	USFWS
	15	SC Department of Archives History
	16	South Carolina Institute of Archaeology Anthropology
	17	South Carolina Emergency Management Division
Jacksonville	1	Suwannee River Water Management District
	2	PBC-ERM
	3	City of Sarasota
	4	Mount Sinai Medical Center
	5	City of Jacksonville
	6	Lee County, Florida
	7	Pinellas County
	8	Palm Beach County Environmental Resources Management
	9	Palm Beach County Dept of Environmental Resources Management
	10	Palm Beach County Environmental Resources Management
	11	Port Tampa Bay
	12	Port of Palm Beach District
	13	Town of Palm Beach
	14	Municipality of San German
	15	South Florida Water Management District
	16	Glades County Emergency Management
	17	City of Fernandina Beach
	18	Dixie County Board of County Commissioners
	19	Dixie County Board of County Commissioners
	20	Seminole Tribe of Florida
	21	Florida Department of Environmental Protection
	22	St. Johns County
	23	Department of Public Works
	24	Volusia County Government
	25	Manatee County Board of County Commissioners
	26	PortMiami
	27	Puerto Rico Electric Power Authority
	28	City of Daytona Beach
	29	Palm Beach County Dept. of Environmental Resources Management
Mobile	1	City of Selma
	2	Alabama State Port Authority
	3	City of Northport
	4	Gulf Islands National Seashore
	5	Bay County TDC
	6	Harrison County Sand Beach
	7	Harrison County
	8	Mississippi Department of Marine Resources
	9	Warrior Tombigbee Waterway Association
	10	Tennessee-Tombigbee Waterway Development Authority
	11	Jackson County Port Authority
	12	City of Bayou La Batre al
	13	ASPA

	14	Tri Rivers Waterway Development Association
	15	Ms State Port Authority at Gulfport
	16	Gulf Intracoastal Canal Association
	17	City of West Point
	18	Lake Lanier Association
	19	Friends of Lake Eufaula (FOLE)
Savannah	1	GEMA\HS
	2	USCG MSU Savannah
	3	GA EPD
	4	Savannah Riverkeeper
	5	Georgia Department of Natural Resources, Environmental Protection Division
	6	Satilla Riverkeeper
	7	GEMA/HS
	8	City of Tybee Island
	9	City of Tybee Island
	10	Georgia Department of Transportation
	11	Georgia Ports Authority
	12	Georgia Ports Authority
	13	Anderson County
	14	Oconee County, SC
	15	Not Available
	16	Friends of the SRB/ SRB Advisory Council
	17	Georgia Department of Natural Resources Coastal Resources Division
	18	Liberty County Emergency Management Agency
	19	Chatham EMA
	20	Glynn County EMA
	21	Bryan County Emergency Service
Wilmington	1	TOWN OF CAROLINA BEACH
	2	New Hanover County
	3	Town of Ocean Isle Beach
	4	Town of Wrightsville Beach
	5	NCDWQ-WSS-ISB
	6	NCDOT Ferry Division
	7	NC Ports
	8	Dominion Energy
	9	NCDEQ/DWR
	10	Currituck County, NC
Sacramento	1	Nevada Division of Environmental Protection
	2	Nevada Division of Environmental Protection
	3	BLM
	4	West Sacramento Area Flood Control Agency
	5	San Joaquin Area Flood Control Agency
	6	County of Lake
	7	Truckee River Flood Management Authority
	8	California Tahoe Conservancy
	9	DWR - Flood Maintenance Office
	10	Sutter Butte Flood Control Agency

	11	Reclamation District 900
	12	Lake Isabella and Bodfish Property Owners Association
	13	DWR
	14	Sacramento Area Flood Control Agency
	15	Ephraim City
	16	Nevada Division of Water Resources
Los Angeles	1	City of Phoenix
	2	West Basin Municipal Water District
	3	County of San Diego DPW Flood Control
	4	County of San Diego Flood Control
	5	California Natural Resources Agency, Ocean Protection Council
	6	County of Los Angeles - Dept. of Beaches and Harbors
	7	Port of Long Beach
	8	Bucknam Associates Inc
	9	Eastern Municipal Water District
	10	Eastern Municipal Water District
	11	Riverside County Flood Control and Water Conservation District
	12	Riverside County Flood Control and Water Conservation District
	13	City of Temecula
	14	City of Oceanside
	15	Port of Long Beach
	16	Las Vegas Valley Water District
	17	City of San Diego
	18	Port San Luis Harbor District
	19	County of Los Angeles Department of Beaches and Harbors
	20	City of Santa Barbara
	21	City of Morro Bay, California
	22	Ventura County Harbor Department
	23	Santa Barbara County
	24	OC Public Works
	25	DOC/NOAA/National Weather Service
San Francisco	1	Santa Cruz County Flood Control and Water Conservation District
	2	City of Petaluma
	3	Zone 7 Water Agency
	4	San Rafael Department of Public Works
	5	Crescent City Harbor District
	6	Port of Oakland
	7	Santa Cruz Port District
	8	County of Mendocino
	9	City of Ukiah
	10	State Coastal Conservancy
	11	BAY PLANNING COALITION
	12	Port of Stockton
	13	Sonoma Water
	14	Veterans Affairs, VISN 21
	15	Valley Water
Fort Worth	1	City of Navasota

	2	City of Wharton
	3	City of Austin
	4	Texas Parks Wildlife Department
	5	Lower Neches Valley Authority
	6	Trinity River Authority of Texas
	7	Upper Trinity Regional Water District
	8	Brazos River Authority
	9	Southwestern Power Administration
	10	North Central Texas Council of Governments (NCTCOG)
	11	Red River Valley Association
	12	Northeast Texas Municipal Water District
Galveston	1	Port of Victoria
	2	Jefferson County
	3	Gulf Coast Community Protection and Recovery District
	4	Calhoun Port Authority
	5	Port Freeport
	6	Lower Neches Valley Authority
	7	USCG
	8	Port of Texas City
	9	City of Texas City
Little Rock	1	Arkansas Waterways Commission
	2	Central Arkansas Water
	3	River Valley Intermodal Facilities Authority
	4	City of Batesville
	5	Running Water Levee District
	6	Little Rock Parks
	7	Red River Valley Association
	8	Beaver Lake Foundation
	9	Little Rock Port Authority
	10	Benton Washington Regional Public Water Authority
	11	Carroll-Boone Water District
	12	Mid Arkansas Water Alliance
	13	Southwestern Power Administration
	14	City of Lowell
	15	Arkansas Game and Fish Commission
	16	Scott Government
	17	Logan County Emergency Management
	18	Formerly: Arkansas Natural Resources Commission
	19	Tri-State Water Resource Coalition
Tulsa	1	Tulsa County
	2	Government
	3	INCOG
	4	Oklahoma Municipal Power Authority (OMPA)
	5	Southwestern Power Administration
	6	OAKLEY PORT 33
	7	Red River Valley Association
	8	International Paper

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