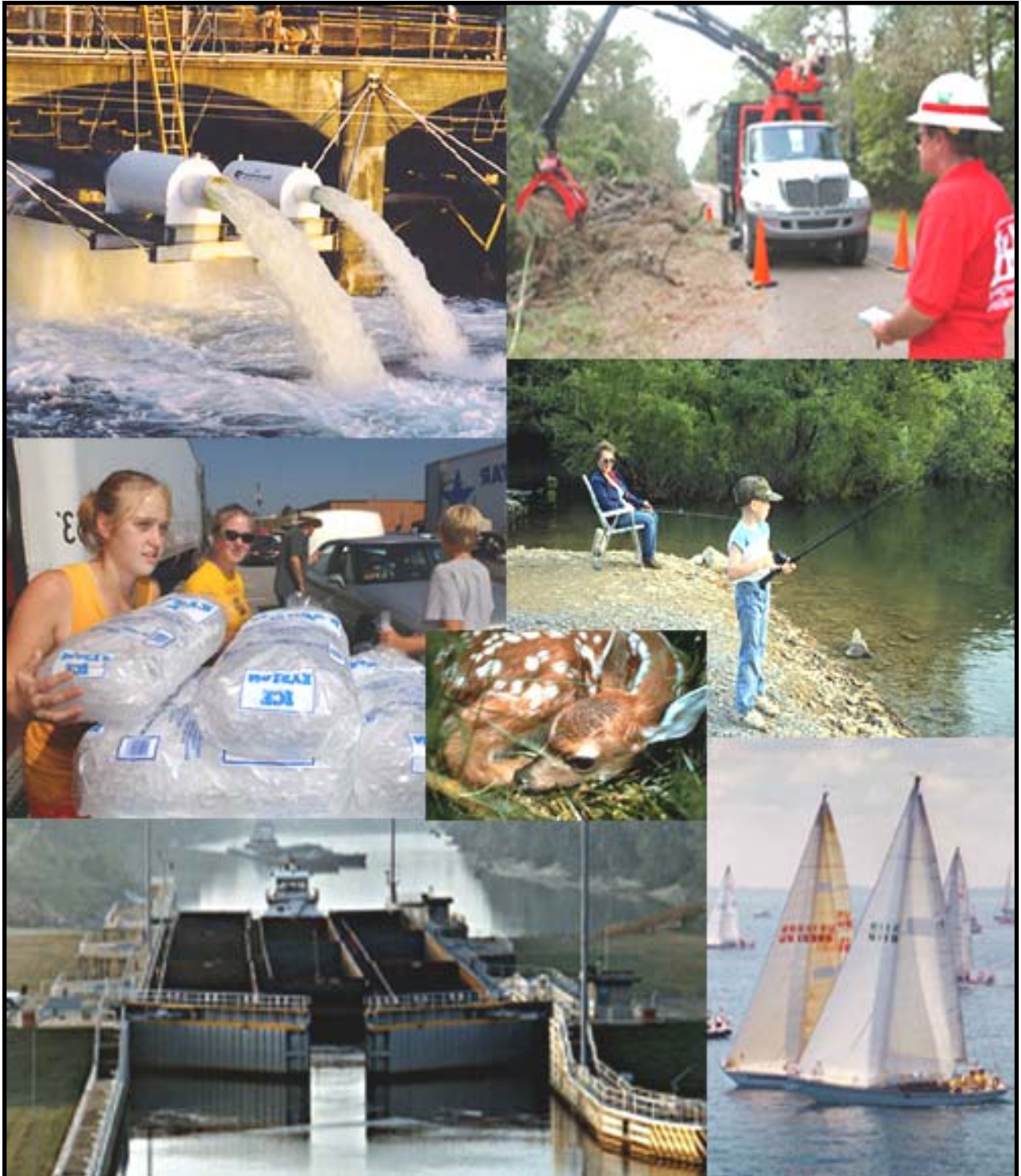




US Army Corps
of Engineers

2007 CIVIL WORKS PROGRAMS CUSTOMER SATISFACTION SURVEY



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USACE Organization Symbols¹

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

¹ Organizations participating in 2007 Survey highlighted

EXECUTIVE SUMMARY

The second annual Civil Works Programs Customer Satisfaction Survey has been completed. A total of 1060 customers participated in the 2007 survey. The Corps-wide response rate was 54 percent corresponding to an estimated sampling error of +/- 1.6 percent.

Flood/Storm Damage Reduction customers comprise the largest proportion of the 2007 sample at 31 percent followed by Environmental (29%) and Navigation customers (18%). The proportion of customers in each of the other service areas or business lines was well below ten percent. The majority of Corps Civil Works projects are in either Construction (32%) or Feasibility phase (28%). Seventeen percent were in O&M phase, 14% in PE&D and only four percent in the Reconnaissance phase.

Civil Works customers are comprised of a wide variety of state and local agencies. Most are city and county governments and various governmental departments charged with the management of infrastructure relating to water resources. There were numerous departments of public works, water management districts, water and sewer authorities and departments of parks and recreation. Navigation customers included local port authorities and waterway user groups. There were also state agencies charged with the management of natural resources and emergency response.

The scope of the Civil Works Program encompasses a variety of types of services. As such, it is not possible to assess specific services in a comprehensive survey such as this. Thus customers are asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, etc. There are 24 survey items which are grouped into one of eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost', 'Communication', 'Problem Solving'² and 'Overall Satisfaction'. In addition a Composite Index score was calculated for each respondent.

The mean Composite score was very high at 4.26 on a scale from 1-5³. All mean scores for the satisfaction scales were above 4.0 except Timeliness at 3.94. The highest rated service area was Staff services at 4.43. The services that received the highest proportion of positive ratings in this year's survey were S2: 'Listening to My Needs', S4: 'Treats Me as an Important Team Member' and S9: 'Technical Competency', all at approximately 93 percent high ratings. The items that elicited the greatest proportion of low ratings were S11: 'Timely Services' and S12: 'Meets My Schedule' at 12% low ratings each and S14: 'Cost of Services' at 11% low ratings.

Three items in the survey can be viewed as 'bottom line' indicators of customer satisfaction are Items S22: 'Your Overall Level of Customer Satisfaction', S23: 'I Would Recommend the Corps' and S24: 'Would be Your Choice for Future Services'. All three items received at least 80% satisfactory ratings while only four to six percent of customers provided low ratings on these items.

The survey allows customers to provide comments on each service area as well as provide general comments concerning Corps services. The survey items that received the greatest number of positive comments were 'Overall Satisfaction' (223 customers), 'Responsiveness'

² 2007 Survey revised to include this new scale.

³ Items rated on a 5-point Likert scale where 1=Low and 5=High.

(101), 'Keeps Me Informed' (93) and 'Customer Focus' (86). The items that received the largest number of negative comments were: 'Timely Service' (157 customers), 'Cost of Services' (92), and 'Meets my Schedule' (87).

The most frequent positive general comment conveyed 'Compliments to individuals/staff' (265 customers). A large number of customers' comments concerned the relationship between customer and district (Great 'partnering' or 'teamwork'). As last year the two issues that received the greatest number of negative comments concerned the impact of COE bureaucracy/policy and the federal funding/budget process. A total of 90 customers stated that COE bureaucracy/policy had a negative impact either on project cost, timeliness, district flexibility, or overall project execution. Eighty-seven customers complained about the federal funding or budget process for Civil Works projects. Again this year although customers complained about the impact of bureaucracy and the lack of funding, they did not penalize their districts at all. Many made statements to the effect: 'My district did the best they could given the lack of funds or being hamstrung by Corps bureaucracy'. The next most frequent negative comment concerned 'staff continuity or turnover'. Several customers complained that the multiple changes in project management had a negative impact on their project execution. The other areas of services that received a large number of negative comments were 'Communications', 'HQUSACE Support' and 'Staff workload'.

Comparative analyses were conducted to examine ratings by business line and project phase. Ratings for all scales and the Composite Index were examined. Statistically significant differences in ratings among business lines were found for Attitude, Services, Cost and the Composite Index. Water Quality/Supply customers were consistently the most satisfied and Flood Damage Reduction the least satisfied. Statistically significant differences in scores by project phase were found for Services, Timeliness, Communication and the Composite Index. Customers whose projects were in PE&D and O&M phase were significantly more satisfied than those in the Feasibility phase.

A comparison of 2006 vs 2007 ratings detected relatively few differences. Comparisons between scales revealed a significant difference in the area of 'Cost' where customers were more satisfied with Corps project costs in 2007. Item comparisons yielded statistically significant differences in 'Meets My Schedule', 'Cost of Services', 'Focus on My Budget' and 'My Overall Satisfaction'. In each instance customer ratings were higher in 2007.

Customer ratings in 2007 are very similar to 2006 and show that in general Civil Works Program customers are satisfied with Corps' services. Costs and timeliness are the two greatest sources of Civil Works customer dissatisfaction. These issues appear to be closely tied to customer dissatisfaction with the impact of Corps Bureaucracy/Policy and the Federal Funding process. Measures of staff services and relationship dynamics received the highest ratings. Furthermore, a significant number of customers stated they have a great deal of confidence in their district staff but that Corps policy and funding obstacles undermine their project execution. USACE should corporately address internal policies and requirements. The groundswell of opinion on this issue is undeniable. It is clearly a systemic problem reaching across all districts.

§1. INTRODUCTION

§1.1 BACKGROUND

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' Civil Works Survey and has appointed Mobile District to manage the administration of the survey, perform statistical analysis and reporting of results. A memorandum from MG Riley to all Major Subordinate Commands (MSCs) transmitted 18 December 2007, contained instructions for administration of the 2007 Civil Works Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 22 February 2007. Each District was required to develop their customer list as a comprehensive enumeration of all organizations served by the district in 2007. Each District is responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

The Survey Guidance and memorandum from MG Riley were posted on the Corps of Engineers Civil Works Programs Directorate (CECW) Homepage as well as the URL link to the survey. Each District and MSC appointed an individual Customer Survey Manager (CSM) to act as primary point of contact to CECW for the execution of the survey. Each district CSM is responsible for overseeing the administration of the survey within their organization. District CSMs are also 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. The staff was instructed to contact all non-respondents to encourage their participation so as to ensure a high response rate and minimize sampling error. During the first administration of the CECW survey customers were asked to identify the *primary* category of services or business line provided by the district (defined as the one that required the largest commitment of time and resources from the customer). They were also asked to identify their project phase during 2006. Approximately 20 percent of customers either left the project phase item blank or selected 'Other'. It appears this information is not widely known or understood. Therefore, this year the survey instrument was revised to eliminate business line and project phase from the demographic items. Instead this data was supplied by Corps staff to ensure completeness and reliability.

The standardized 2007 Civil Works Programs Customer Survey instrument consists of two sections. The first section contains customer demographic information (customer name, organization, project name and district evaluated). Section two contains 24 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale as follows: 'Very Dissatisfied' (1), 'Dissatisfied' (2), 'Neutral' (3), 'Satisfied' (4) and 'Very Satisfied' (5). A blank explanation field solicits customer comments in each service area. Survey items are grouped within eight categories of services or scales. The scales include 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability',

‘Communication’, ‘Problem Solving’ and ‘Overall Satisfaction’. The ‘Problem Solving’ scale is new to the 2007 survey. The final portion of the survey solicits general customer comments. A copy of the survey instrument may be viewed in Appendix A or by ‘CTRL-clicking’ on the following link: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

§2. RESULTS OF 2007 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

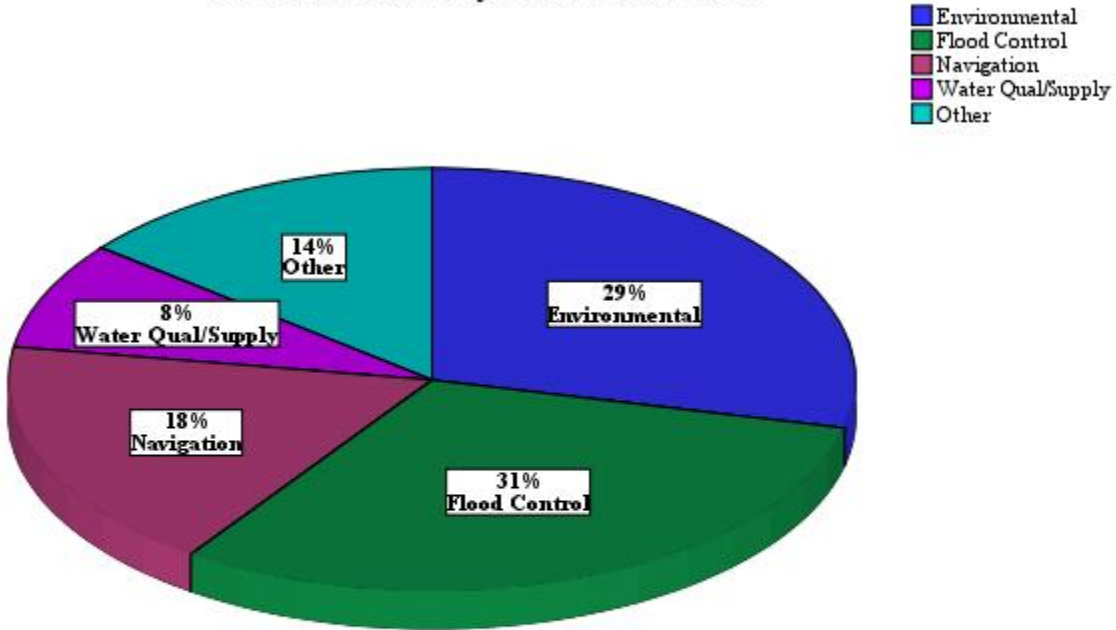
A total of 1060 customers participated in the 2007 survey. The Corps-wide response rate was 54.0 percent for an estimated sampling error of +/- 1.6 percent. Response rates varied greatly among districts, ranging from a low of 15% for Philadelphia District to as high as 86 percent for Buffalo District. There was notable variability among district population sizes as well. Population sizes ranged from as few as N=17 for Walla Walla District to a high of N=115 and N=116 for New Orleans and Los Angeles Districts respectively. This is largely attributable to differing district preferences in identifying customer agencies as well as the number of individuals within agencies invited to participate in the survey.

The importance of the principle 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 include their comprehensive civil works customer population and to strive for as high a response rate as possible. The sampling error associated with a small sample taken from a small population can be unacceptably high calling into question conclusions drawn from that sample. At the corporate level we can have a great deal of confidence in our conclusions since our sampling error is extremely low. When we disaggregate the data into districts we must be cognizant of whether the district successfully obtained a representative sample of their customer base as indicated by their district sampling error. For example one district's population size was 22. They received eight responses for a response rate of 36%. Their sampling error was 23%. Clearly conclusions must be drawn with caution from this sample. Another consideration is whether the district actually 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 base.

All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants. Fortunately, the proportion of non-responses for nearly all items was well under 10%. The exception was in the area of cost (items 13-15).

We categorize USACE Civil Works customers by their *primary* category of service. The service areas are aligned to the Civil Works Program business lines. Civil Works business lines include: Emergency Management, Environmental, Flood/Storm Damage Reduction, Hydropower, Navigation, Recreation, Regulatory and Water Quality/Supply. Table 1 shows customers by business line. Flood/Storm Damage Reduction customers comprise the largest proportion of the 2007 sample at 31 percent followed by Environmental customers (29%) and Navigation customers (18%). The proportion of customers in the other business lines was well below ten percent each. A number of customers were classified in the 'Other' category. Several had projects under the 'Planning Assistance to States' program and coastal projects. Others had 'multiple projects' or received atypical or specialized services. Specific project types for the 86 'Other' customers are displayed in Table 2.

CECW Customers by Business Line 2007



Other includes Regulatory, Recreation, Hydropower, Emergency Mgmt & 'Other'.

Figure 1: Primary Business Line

Table 1: Primary Business Line

<u>Business Line</u>	<u>#</u>	<u>%</u>
Emergency Management	17	1.6
Environmental	303	28.6
Flood/Storm Damage	328	30.9
Hydropower	16	1.5
Navigation	189	17.8
Recreation	22	2.1
Regulatory	10	0.9
Water Quality/Supply	87	8.2
Other	86	8.1
Unspecified	2	0.2
Total	1060	100.0

Table 2: 'Other' Business Lines

<u>Other Business</u>	#	%
Architectural Services	1	1.16
Beach Erosion Control	5	5.81
Border Fence	1	1.16
Coastal Projects	7	8.14
DHS	1	1.16
DHS SALLYPORT	1	1.16
DHS, Batavia Fed Detention Facility	3	3.49
Director, State Programs	1	1.16
DOT, Culvert Machinery Upgrade	1	1.16
Emergency Streambank	1	1.16
Facility O&M	1	1.16
Facility Recapitalization	1	1.16
Fish Hatchery	1	1.16
Forest Mgmt	1	1.16
Geographic Survey	1	1.16
Grant	2	2.33
Gravity Drainage	1	1.16
Greenbelt	2	2.33
Infrastructure Rehabilitation	2	2.33
Lake Levels Water control	1	1.16
MOX Fuel Fabrication Facility	2	2.33
Multiple Projects	5	5.81
Nat'l Park Service	2	2.33
Navigation and Recreation	2	2.33
Oak Ridge	1	1.16
PAS	16	18.60
PAS Sec 22	1	1.16
Planning Assistance - Technical	1	1.16
Preservation of Natural Storage areas	1	1.16
River Basin Study	4	4.65
Riverbank stabilization	2	2.33
Sect 595- Infrastructure	1	1.16
Security Fence	1	1.16
Security Upgrades	1	1.16
Shiloh Nat'l Military Park	2	2.33
Site Stabilization St. Petersburg MALSR	1	1.16
Storm Water	2	2.33
Streambank Protection	2	2.33
Streambank Protection/Geotech Lab	1	1.16
Structure renovation	1	1.16
Technical assistance	1	1.16
U.S. Customs and Border Protection	1	1.16
Total	86	100.00

Project Managers were asked to identify the phase of their projects. The majority of Corps Civil Works projects are in either Construction (32%) or Feasibility phase (28%). Seventeen percent were in O&M phase, 14% in PE&D and only four percent in the Reconnaissance phase. The remaining five percent shown as ‘Other’ were either ‘multiple project customers’ or their project did not conform to standard Corps Civil Works project phases.

Table 3: Project Phase

<u>Project Phase</u>	<u>#</u>	<u>%</u>
Reconnaissance	42	4.0
Feasibility	299	28.2
PE&D	150	14.2
Construction	334	31.5
O&M	182	17.2
Other	53	5.0
Total	1060	100.0

Civil Works customers are comprised of a wide variety of state and local agencies. The vast majority is comprised of city and county governments and various governmental departments charged with the management of infrastructure relating to water resources. For example there were numerous departments of public works, water management districts, water and sewer authorities and departments of parks and recreation. Navigation customers included local port authorities and waterway user groups. There were also a number of state agencies charged with the management of natural resources and emergency response. A few districts included some Interagency International Support customers (IIS) such as Coast Guard and US Fish & Wildlife Service. A complete listing of specific customer organizations and project names is provided in Appendix B, Tables B-1 and B-2.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. TransAtlantic Center, Afghanistan Division and the three Gulf Region Division 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 Great Lakes/Ohio River and South Atlantic Divisions (22.5% and 19.2% respectively). Wilmington and New Orleans Districts had the highest number of responses among districts.

Table 4: Corps Divisions

<u>Division</u>	<u>#</u>	<u>%</u>
LRD	238	22.5
MVD	169	15.9
NAD	94	8.9
NWD	120	11.3
POD	27	2.5
SAD	204	19.2
SPD	113	10.7
SWD	95	9.0
Total	1060	100.0

Table 5: Corps Districts

District	#	%	District	#	%
Buffalo	38	3.6	Portland	20	1.9
Chicago	13	1.2	Seattle	22	2.1
Detroit	44	4.2	Walla Walla	10	0.9
Huntington	49	4.6	Alaska	16	1.5
Louisville	18	1.7	Honolulu	11	1.0
Nashville	47	4.4	Charleston	25	2.4
Pittsburgh	29	2.7	Jacksonville	17	1.6
Memphis	30	2.8	Mobile	43	4.1
New Orleans	65	6.1	Savannah	35	3.3
Rock Island	16	1.5	Wilmington	84	7.9
St Louis	13	1.2	Albuquerque	16	1.5
St Paul	30	2.8	Los Angeles	43	4.1
Vicksburg	15	1.4	Sacramento	35	3.3
Baltimore	29	2.7	San Francisco	19	1.8
New York	16	1.5	Fort Worth	27	2.5
Norfolk	37	3.5	Galveston	30	2.8
Philadelphia	4	0.4	Little Rock	22	2.1
New England	8	0.8	Tulsa	16	1.5
Kansas City	33	3.1	Total	1060	100.0
Omaha	35	3.3			

§2.2 SURVEY ITEMS AND SCALES

The scope of the Civil Works Program is very broad and encompasses a wide variety of types of services. Civil Works projects include construction as well as O&M services. Environmental projects may range from habitat restoration to stormwater infrastructure improvement. Other Civil Works projects include municipal or regional water supply, hydropower, flood control and emergency management services. Because of the wide range of types of services it is not possible to assess specific services in a comprehensive survey such as this. Instead customers are asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, communications, staff performance and problem solving.

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

The mean Composite score was very high at 4.26 on a scale from 1-5⁴. All mean scores for the satisfaction scales were above 4.0 except for Timeliness at 3.94. The highest rated service area was Staff services at 4.43. The following table depicts mean scores for each customer satisfaction scale.

Table 6: Satisfaction Scales

<u>Item Scales</u>	<u>Corps Avg</u>
Composite Index	4.26
Attitude	4.38
Services	4.29
Staff	4.43
Timeliness	3.94
Cost	4.01
Communication	4.33
Problem Solving	4.22
Overall	4.26

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

For purposes of the following discussion, response categories ‘1’ (‘Very Dissatisfied’) and ‘2’ (‘Dissatisfied’) will be collapsed together and referred to as the ‘Low’ category representing negative responses. Similarly, categories ‘4’ (‘Satisfied’) and ‘5’ (‘Very Satisfied’) will be collapsed and designated the ‘High’ category, representing positive responses. A score of ‘3’ labeled ‘Neutral’ in the survey may be interpreted as mid-range or noncommittal.

The majority of responses (65 percent or more) were positive for all survey questions. The services that received the highest proportion of positive ratings in this year’s survey were S2: ‘Listening to My Needs’, S4: ‘Treats Me as an Important Team Member’ and S9: ‘Technical Competency’, all at approximately 93 percent high ratings. The items that elicited the greatest proportion of low ratings were S11: ‘Timely Services’ and S12: ‘Meets My Schedule’ at 12% low ratings each, and S14: ‘Cost of Services’ at 11% low ratings. Ratings for the individual items that comprise each scale are shown in Table 7. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁵.

The per-item response rate was very high, i.e., few customers left items blank. In fact all items were rated by more than 93% of the sample of 1060 respondents. The proportion of the sample who did not rate a specific item ranged from as low as 0.4 percent on Item 1: ‘Customer Focus’ to a high of 18 percent each on Item 14: ‘Cost of Services’ and S15: ‘Focus on My Budget’. It was notable that the only items that customers failed to rate were in the area of cost/financial services where 17-18% of customers did not provide ratings for these services.

Three of the more critical items in the survey as ‘bottom line’ indicators of customer satisfaction are Items S22: ‘Your Overall Level of Customer Satisfaction’, S23: ‘I Would Recommend the Corps’ and S24: ‘Would be Your Choice for Future Services’. All three items received at least 80% satisfactory ratings while only four to six percent of customers provided low ratings on these items. Note the relatively large proportion (16%) of customers who fall in the ‘Neutral’ category for S24: ‘Would Choose the Corps for Future Work’. These noncommittal customers represent a critical subgroup of customers that warrant attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. Detailed responses to these indicators (before collapsing categories) are displayed in Table C-1 of Appendix C so extreme responses can be identified (‘Very Low’ or ‘Very High’).

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 (1060).

Table 7: Item Ratings

Survey Items		Low		Mid-Range		High		Total	
		#	%	#	%	#	%	#	%
ATTITUDE									
S1	Customer Focus	47	4.5	66	6.3	943	89.3	1056	100.00
S2	Listening to My Needs	30	2.8	48	4.5	977	92.6	1055	100.00
S3	Reliability	85	8.1	93	8.9	872	83.0	1050	100.00
S4	Treats Me as Team Member	25	2.4	58	5.5	963	92.1	1046	100.00
S5	Flexible to My Needs	53	5.1	106	10.2	885	84.8	1044	100.00
PRODUCTS & SERVICES									
S6	Quality Products	48	4.8	86	8.6	869	86.6	1003	100.00
S7	Satisfying My Requirements	42	4.2	93	9.4	859	86.4	994	100.00
CORPS STAFF									
S8	Responsiveness	41	3.9	63	6.0	945	90.1	1049	100.00
S9	Technical Competency	16	1.5	43	4.1	985	94.3	1044	100.00
S10	Managing Effectively	74	7.2	95	9.3	853	83.5	1022	100.00
TIMELY SERVICE									
S11	Timely Service	127	12.3	147	14.2	762	73.6	1036	100.00
S12	Meets My Schedule	122	12.0	154	15.1	742	72.9	1018	100.00
COST & AFFORDABILITY									
S13	Financial Info	52	5.9	115	13.0	718	81.1	885	100.00
S14	Cost of Services	99	11.3	205	23.5	569	65.2	873	100.00
S15	Focus on My Budget	48	5.5	133	15.2	692	79.3	873	100.00
COMMUNICATION									
S16	Keeps Me Informed	60	5.7	90	8.6	901	85.7	1051	100.00
S17	Corps' Documents	31	3.1	72	7.1	907	89.8	1010	100.00
S18	Corps' Correspondence	22	2.1	80	7.7	934	90.2	1036	100.00
PROBLEM SOLVING									
S19	Notifies Me of Problems	50	5.0	87	8.6	869	86.4	1006	100.00
S20	Timeliness Addressing Problems	75	7.4	101	10.0	831	82.5	1007	100.00
S21	Problem Resolution	65	6.4	99	9.8	849	83.8	1013	100.00
OVERALL									
S22	Overall Satisfaction	60	5.7	75	7.1	914	87.1	1049	100.00
S23	I Recommend the Corps	41	4.1	122	12.1	849	83.9	1012	100.00
S24	My Choice for Future Work	46	4.7	155	15.8	780	79.5	981	100.00

Green: Greatest Proportion of High Ratings

Red: Greatest Proportion of Low Ratings

§2.3 CUSTOMER COMMENTS

The survey instrument includes a blank ‘explanation’ field for each item. Customers used this field to elaborate on their ratings. The survey specifically asked customers to explain any low ratings (below 3). In addition they had the opportunity to provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply do not take the time to provide a comment.

An extremely large number of respondents (708 or 67%) submitted comments; either comments regarding a survey item, general comments or both. Of these, 341 (48%) provided overall favorable comments, 128 (18%) made negative comments and 201 (28%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (38 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item that received the greatest number of positive comments was ‘Overall Satisfaction’ (223 customers). Several measures of relationship dynamics received a significant number of positive comments. They were ‘Responsiveness’ (101 customers), ‘Keeps Me Informed’ (93) and ‘Customer Focus’ (86). The three items that received the largest number of negative comments concerned cost and timeliness: ‘Timely Service’ (157 customers), ‘Cost of Services’ (92), and ‘Meets my Schedule’ (87). A similar pattern is seen in the ‘General Comments’ submitted by customers.

The most frequent positive general comment concerned ‘Compliments to individuals/staff’ (265 customers). A large number of positive customers’ comments concerned the relationship between customer and district (Great ‘partnering’ or ‘teamwork’). Surprisingly several customers also provided positive feedback on the survey itself and expressed gratitude for the opportunity to provide their feedback.

The issues that received the greatest number of negative comments concerned the impact of Corps bureaucracy/policy and the federal funding/budget process. A total of 90 customers stated that Corps bureaucracy/policy had a negative impact either on project cost, timeliness, district flexibility, or overall project execution. Eighty-seven customers complained about the federal funding or budget process for Civil Works projects. The next most frequent negative comment concerned ‘staff continuity or turnover’. Several customers complained that the multiple changes in project management had a negative impact on their project execution (29 customers). The other areas of services that received a large number of negative comments were ‘Communications’, ‘HQUSACE Support’ and ‘Staff workload’ (21 customers each).

A summary of all comments is shown below. Note that the total number of comments exceeds 708 as most customers mentioned several issues.

Table 8: Item Comments

<u>Survey Item</u>	<u>Positive</u>	<u>Negative</u>	<u>Mixed</u>	<u>Info Only</u>
S1 Customer Focus	86	49	12	4
S2 Listening to My Needs	59	19	14	2
S3 Reliability	47	77	12	10
S4 Treats Me as Team Member	51	20	8	1
S5 Flexible to My Needs	36	48	13	3
S6 Quality Products	47	45	11	19
S7 Satisfying My Requirements	49	35	15	9
S8 Responsiveness	101	49	22	2
S9 Technical Competency	83	16	16	5
S10 Managing Effectively	57	60	15	8
S11 Timely Service	40	157	23	9
S12 Meets My Schedule	25	87	21	10
S13 Financial Info	21	57	8	2
S14 Cost of Services	18	92	7	7
S15 Focus on My Budget	32	34	4	12
S16 Keeps Me Informed	93	71	13	4
S17 Notifies Me of Problems	33	33	8	11
S18 Corps' Documents	22	16	4	6
S19 Corps' Correspondence	36	29	5	6
S20 Seeks My Opinion	34	30	8	13
S21 Meets My Expectations	39	28	9	14
S22 Overall Satisfaction	223	39	18	3
S23 I Recommend the Corps	40	32	17	11
S24 My Choice for Future Work	74	46	19	24

Table 9: Additional Comments

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Mixed</u>	<u>Info Only</u>
Compliments to individuals/staff	265	8	15	
Bureaucracy - Impact on Project Execution		90		
Federal Funding / Process	1	87		
Relationship/Partnership	68	4	1	
Professionalism	42			
Communications	17	21	3	
Staff Continuity / Turnover	1	29		
Improvement in Services	23	2	1	
HQUSACE Support	3	21		
Staff Workload (Burden)		21		
Regulatory Services	6	12	1	
Review Process	2	16		
Senior Mgmt Support	7	9		
Environmental Services	10	6		
Contractor Services	2	13		
Innovative	11	3		

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Mixed</u>	<u>Info Only</u>
Dredging Services	2	11		
CECW Customer Survey	10	3		
Contracting Services	1	11		
PMPB Process	1	11		
O&M Services	4	8		
Collaboration w/ Partners / Other Agencies	7	5		
Overhead Charges		11		
Outreach/Public Involvement	8	2		1
Reprogramming of Funds		10		
PE&D	1	9		
QAQC	3	7		
Proactive	6	4		
District Autonomy		8		
Cost Estimating	1	6		
MSC Support		6		
Reservoir / Water Level Mgmt	1	5		
Navigation Services	3	3		
Emergency Management	4	2		
Corps Policy / Requirements	1	4		
Real Estate Services	1	4		
Executive Staff Support	4	1		
Dredge Material Disposal Process / Sites	1	3		
Corps Websites	2	2		
Honesty / Transparency		3		
Legal Requirements / Services		3		
Project Closeout		3		
Small Project Work		3		
Feasibility Study Process	1	2		
H&H	1	2		
Construction Services	2	1		
Hydropower Services	3			
Value Engineering	3			
Accountability		2		
FDR Services		2		
Resource Mgmt		2		
MSC Regionalization		2		
Representing Customer to Congress / Admin		2		
Recognition of Staff		2		
Prioritization of High Profile Projects		1		1
GIS Services	2			
8A Contracts		1		
ASA (CW)		1		
Dr Checks		1		
Economic Analyses		1		
Engineering Services		1		
HEP & HGH		1		
OMB		1		
PCA Development		1		
Planning Process		1		
Ponding Easement Issues		1		
Rapanos Requirements		1		

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Mixed</u>	<u>Info Only</u>
Section 595 Program		1		
Section 933 Project		1		
USFWS Support		1		
Beach Nourishment Services	1			
Design & Construction	1			
Field Office Support	1			
PAS / FPMS Programs	1			
PAS Program	1			
PMP	1			
Salmon Recovery Activities	1			
Section 22 Program	1			
Section 592 Program	1			

§3.0 Comparison of Ratings by Customer Subgroups

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal we should determine whether we provide quality services across all business lines and project phases. Several analyses were conducted to detect whether there were any specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. Comparative analyses were conducted to examine ratings by business line and project phase. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate.

§3.1 Ratings by Business Line

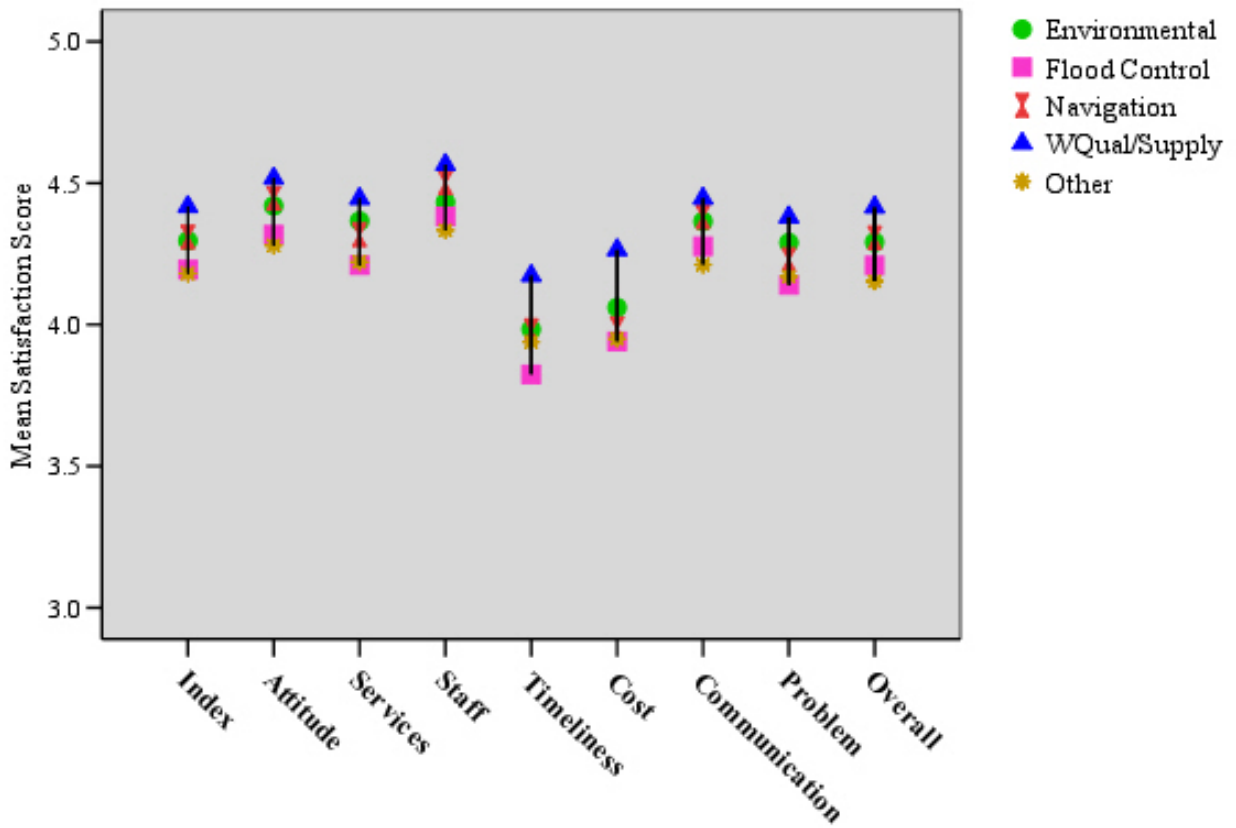
The first analysis compares customer satisfaction ratings by Corps Civil Works business lines. Originally there was eight business line categories plus an 'Other' category. Since some business line categories contain relatively few customers it was necessary to combine categories to perform statistical comparisons. Hydropower, Regulatory, Recreation, and 'Other' were combined into one category designated 'Other'. Hence the final five categories for comparative analyses are: 'Environmental', 'Flood Damage Reduction', 'Navigation', 'Water Quality/Supply', and 'Other'. Recall customers who selected 'Other' specified projects under the 'Planning Assistance to States' program and coastal projects, 'multiple projects' or received atypical or specialized services.

Ratings for all scales and the Composite Index were examined. Statistically significant differences in ratings were found for four satisfaction scales. They were Attitude, Services, Cost and the Composite Index. A clear pattern emerged in these comparisons as illustrated in the graphs below (Figure 2). Water Quality/Supply customers were consistently the most satisfied and Flood Damage Reduction the least satisfied. Additionally these differences were large enough to be statistically significant at $\alpha = .05$. A detailed table presenting mean ratings and sample sizes by service area is located in Appendix Table C-2.

Table 10: Ratings by Business Line

Scale	Statistically Significant Differences
INDEX	WQual > FDR, Other
Attitude	WQual > FDR
Services	WQual > FDR, Other
	Env > FDR
Staff	None
Timeliness	None
Cost	WQual > FDR, NAV
Communication	None
Problem Solving	None
Overall	None

Ratings by Business Line



Other Includes: Emergency Mgmt, Hydropower, Recreation & Regulatory.

Figure 2: Ratings by Business Line

§3.2 Ratings by Project Phase

Comparisons of mean scale and Index scores by project phase were performed to detect differences among phases and to determine whether any of these differences are statistically significant. Project phases included Reconnaissance, Feasibility, PE&D, Construction, O&M and ‘Other’. Statistically significant differences in ratings were found for four scales. They were Services, Timeliness, Communication and the Composite Index. Customers whose projects were in PE&D and O&M phase were significantly more satisfied than those in Feasibility phase. Table C-3 in Appendix C displays mean subgroup scores and sample sizes.

Table 11: Ratings by Project Phase

<u>Scale</u>	<u>Statistically Significant Differences</u>
INDEX	O&M > FEAS
Attitude	None
Services	PE&D > FEAS
Staff	None
Timeliness	O&M > FEAS
Cost	None
Communication	O&M > FEAS, Constr
	PE&D > FEAS
Problem Solving	None
Overall	None

Ratings by Project Phase

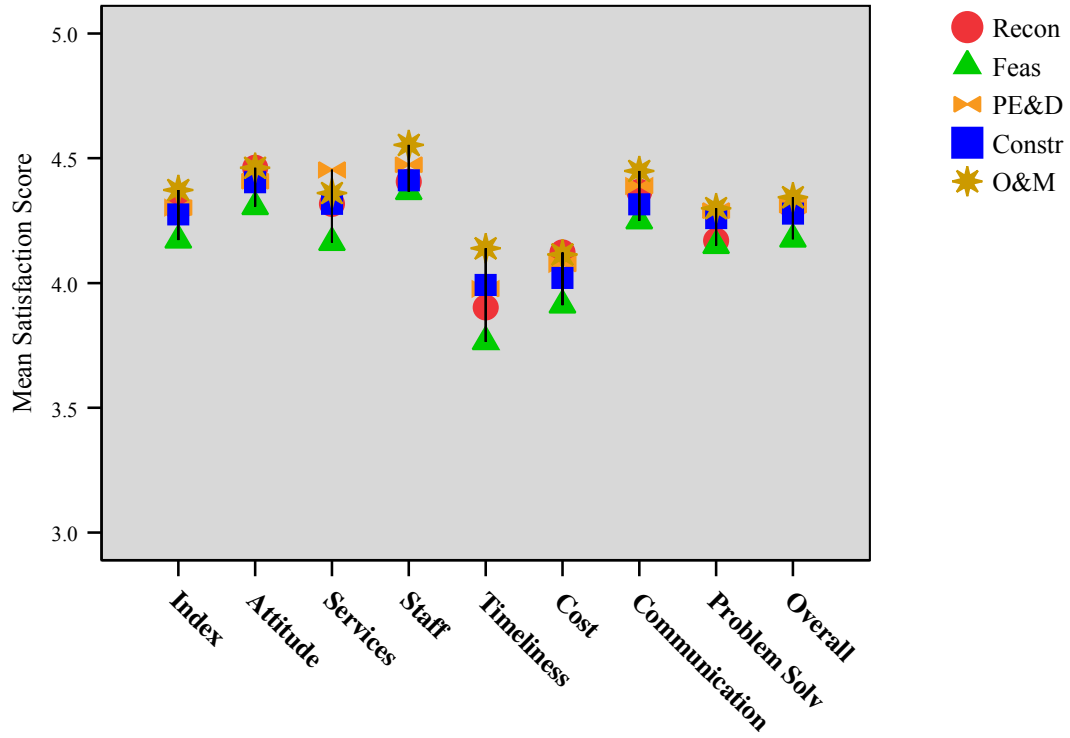


Figure 3: Ratings by Project Phase

§3.3 Comparisons of Ratings by Year

The CECW Survey has been conducted for two years. The current analyses examined the change in ratings from 2006 to 2007. Next year we will begin tracking preliminary (3-period) trends. Survey scales and individual items were examined. The ‘Problem Solving’ scale was excluded as it is new to the 2007 Survey.

Relatively few differences were found between 2006 and 2007. And in all cases where statistically significant differences were detected there was an improvement in ratings. Comparisons between scales revealed very little change between 2006 and 2007. The exception was in the area of ‘Cost’ where customers were more satisfied with Corps project costs in 2007 than 2006. The graphic below displays scale comparisons.

Item comparisons yielded statistically significant differences in four areas. They included Item S12: ‘Meets My Schedule’, S14: Cost of Services’, S15: ‘Focus on My Budget’ and S22: ‘My Overall Satisfaction’. In each instance customer ratings were higher in 2007. Table C-4 in Appendix C displays mean item scores by survey year.

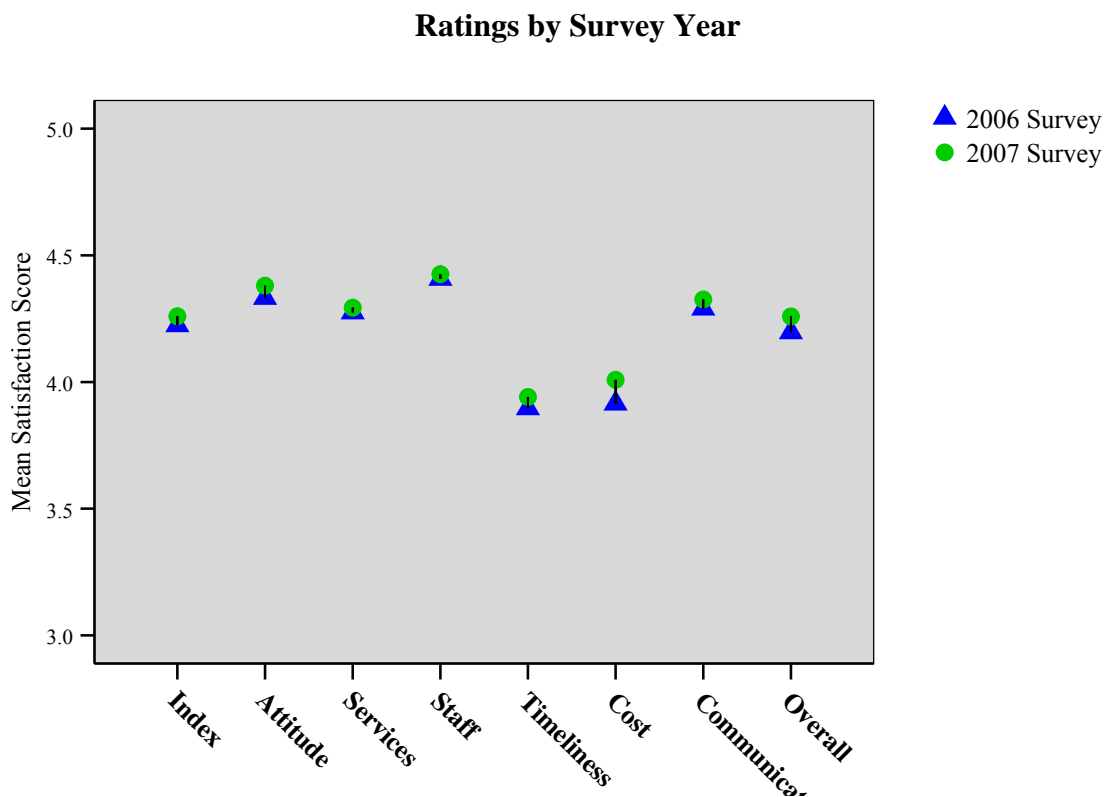


Figure 4: Ratings by Survey Year

§4. SUMMARY

A total of 1060 customers participated in the 2007 survey. The Corps-wide response rate was 54.0 percent which corresponds to a sampling error of +/- 1.6 percent. Response rates varied greatly among districts, ranging from a low of 15% for Philadelphia District to as high as 86 percent for Buffalo District. There was notable variability among district population sizes as well. Population sizes ranged from as few as N=17 for Walla Walla District to a high of N=115 and N=116 for New Orleans and Los Angeles Districts respectively. This is largely attributable to differing district preferences in identifying customer agencies and number of individuals within agencies invited to participate in the survey.

We categorize USACE Civil Works customers by their *primary* category of service. The service areas are aligned to the Civil Works Program business lines. Civil Works business lines include: Emergency Management, Environmental, Flood/Storm Damage Reduction, Hydropower, Navigation, Recreation, Regulatory, and Water Quality/Supply. Flood/Storm Damage Reduction customers comprise the largest proportion of the 2007 sample at 31 percent followed by Environmental customers (29%) and Navigation customers (18%). The proportion of customers in the other business lines was well below ten percent each. A number of customers were classified in the 'Other' category. Several had projects under the 'Planning Assistance to States' program and coastal projects. Others had 'multiple projects' or received atypical or specialized services.

The majority of Corps Civil Works projects are in either construction (32%) or Feasibility phase (28%). Seventeen percent were in O&M phase, 14% in PE&D and only four percent in Reconnaissance. The remaining five percent shown as 'Other' were either 'multiple project customers' or their project did not conform to standard Corps Civil Works project phases.

Civil Works customers are comprised of a variety of state and local agencies. Most are city and county governments and various governmental departments charged with the management of infrastructure relating to water resources. For example, there were numerous departments of public works, water management districts, water and sewer authorities and departments of parks and recreation. Navigation customers included local port authorities and waterway user groups. There were also a number of state agencies charged with the management of natural resources and emergency response. A few districts surveyed some Interagency International Support customers (IIS) such as Coast Guard and US Fish & Wildlife Service.

The survey included all Civil Works Districts within the eight CONUS Corps Divisions. The greatest proportion of responses was received from customers served by the Great Lakes/Ohio River and South Atlantic Divisions (22.5% and 19.2% respectively). Wilmington and New Orleans Districts had the highest number of responses among districts.

There are 24 questionnaire items which are grouped into one of 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 the 24 satisfaction indicators.

The mean Composite score was positive at 4.26 on a scale from 1-5⁶. A score of ‘3’ labeled ‘Neutral’ in the survey may be interpreted as mid-range or noncommittal. All mean scores for the satisfaction scales were above 4.0 except for Timeliness at 3.94. The highest rated service area was Staff services at 4.43.

The majority of responses (65 percent or more) were positive for all survey questions. The services that received the highest proportion of positive ratings in this year’s survey were S2: ‘Listening to My Needs’, S4: ‘Treats Me as an Important Team Member’ and S9: ‘Technical Competency’, all at approximately 93 percent high ratings. The items that received the greatest proportion of low ratings were S11: ‘Timely Services’ and S12: ‘Meets My Schedule’ at 12% low ratings each, and S14: ‘Cost of Services’ at 11% low ratings.

Three of the more critical items in the survey as ‘bottom line’ indicators of customer satisfaction are Items S22: ‘My Overall Level of Customer Satisfaction’, S23: ‘I Would Recommend the Corps’ and S24: ‘Would be My Choice for Future Services’. All three items received at least 80% satisfactory ratings while only four to six percent of customers provided low ratings on these items. Note the relatively large proportion (16%) of customers who fall in the ‘Neutral’ category for S24: ‘Would Choose the Corps for Future Work’. These noncommittal customers represent a critical subgroup of customers that warrant attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

The survey instrument includes a blank ‘explanation’ field for each item. Customers used this field to elaborate on their ratings. The survey specifically asked customers to explain any low ratings (below 3). They also had the opportunity to provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply do not take the time to provide a comment.

An extremely large number of respondents (708 or 67%) submitted comments. Of these, 341 (48%) provided overall favorable comments, 128 (18%) made negative comments and 201 (28%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (38 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item that received the greatest number of positive comments was ‘Overall Satisfaction’ (223 customers). Several measures of relationship dynamics received a significant number of positive comments. They were ‘Responsiveness’ (101 customers), ‘Keeps Me Informed’ (93) and ‘Customer Focus’ (86). The three items that received the largest number of negative comments concerned cost and timeliness: ‘Timely Service’ (157 customers), ‘Cost of Services’ (92), and ‘Meets my Schedule’ (87). A similar pattern is seen among the ‘General Comments’.

⁶ Items rated on a 5-point Likert scale where 1=Low and 5=High.

The most frequent positive general comment conveyed ‘Compliments to individuals/staff’ (265 customers). A large number of customers’ comments concerned the relationship between customer and district (Great ‘partnering’ or ‘teamwork’).

The issues that received the greatest number of negative comments concerned the impact of Corps bureaucracy/policy and the federal funding/budget process. A total of 90 customers stated that Corps bureaucracy/policy had a negative impact either on project cost, timeliness, district flexibility, or overall project execution. Eighty-seven customers complained about the federal funding or budget process for Civil Works projects. Again this year although customers complained about the impact of bureaucracy and the lack of funding, they did not penalize their districts at all. Many made statements to the effect: ‘My district did the best they could given the lack of funds or being hamstrung by Corps bureaucracy’. The next most frequent negative comment concerned ‘staff continuity or turnover’. Several customers complained that the multiple changes in project management had a negative impact on their project execution (29 customers). The other areas of services that received a large number of negative comments were ‘Communications’, ‘HQUSACE Support’ and ‘Staff workload’ (21 customers each).

Consistency in delivery of services is an important strategic goal. Several analyses were conducted to detect whether there were any specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. Comparative analyses were conducted to examine ratings by business line and project phase.

Originally there was eight business line categories plus an ‘Other’ category. Since some business line categories contain relatively few customers it was necessary to combine categories to perform statistical comparisons. Hydropower, Regulatory, Recreation, and ‘Other’ were combined into one category designated ‘Other’. Hence the final five categories for comparative analyses are: ‘Environmental’, ‘Flood Damage Reduction’, ‘Navigation’, ‘Water Quality/Supply’, and ‘Other’. Ratings for all scales and the Composite Index were examined. Statistically significant differences in ratings were found for four satisfaction scales: Attitude, Services, Cost and the Composite Index. A clear pattern emerged in these comparisons. Water Quality/Supply customers were consistently the most satisfied and Flood Damage Reduction the least satisfied.

Comparisons of scale and Index scores by project phase revealed statistically significant differences in ratings for Services, Timeliness, Communication and the Composite Index. Customers whose projects were in PE&D and O&M phase were significantly more satisfied than those in Feasibility phase.

The CECW Survey has been conducted for two years. The final analyses examined the change in ratings on survey scales and items from 2006 to 2007. ‘Problem Solving’ was excluded as it is new to the 2007 Survey. Relatively few differences were found between 2006 and 2007. And in all cases where statistically significant differences were detected ratings were higher in 2007 than 2006. Comparisons between scales revealed a significant difference in the area of ‘Cost’ where customers were more satisfied with Corps project costs in 2007. Item comparisons yielded statistically significant differences in four areas. They included Item S12: ‘Meets My Schedule’, S14: ‘Cost of Services’, S15: ‘Focus on My Budget’ and S22: ‘My Overall Satisfaction’. In each instance customer ratings were higher in 2007.

Civil Works Program customer ratings in 2007 are very similar to 2006 and show that in general, customers are satisfied with Corps' services. Costs and timeliness are the two greatest sources of Civil Works customer dissatisfaction. These issues appear to be closely tied to customer dissatisfaction with the impact of Corps Bureaucracy/Policy and the Federal Funding process. Measures of staff services and relationship dynamics received the highest ratings. This illustrates the strong relationships that exist between Corps staff and their customers as is further demonstrated by the number of compliments paid to Corps staff. Furthermore, a significant number of customers comment that they have a great deal of confidence in their district staff but that the districts are hamstrung by policy and funding obstacles that undermine their project execution. Corps managers may need to provide customers a clearer understanding of the legal constraints in the Civil Works arena. USACE should corporately address internal policies and requirements. The groundswell of opinion on this issue is undeniable. It is clearly a systemic problem reaching across all districts.

APPENDIX A

Survey Instrument⁷

⁷ The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp> .

The public reporting burden for this collection of information is estimated to be approximately 10 minutes per response. You may send comments regarding this burden estimate or any other aspect of this survey to

Department of Defense, Washington Headquarters Services,
 Executive Services Directorate Information Management Division (0710-0001)
 N Kent St, RPN Ste 11000
 Arlington, VA22209-2133

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. Response to this survey is **Voluntary**. If you do not respond, it will not affect any current or future dealings you may have with the USACE in any way.

Data from this survey will be used by the District to improve services to our customers. The data will also be compiled nationally and aggregate results will be posted on the Corps of Engineers Civil Works Program Directorate Homepage accessible via the following link: <http://www.usace.army.mil/inet/functions/cw/>. Respondents will not be identified by name in the reports posted on this public website.



**US Army Corps
 of Engineers**

2007 Civil Works Customer Satisfaction Survey

Section I - Customer Profile

Name: (Optional)

Last: First:

Title:

Your Email Address:

Organization:

Project Name:

USACE District Being Evaluated

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

Section II - Customer 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 year. Your straightforward answers will help us to improve our service to you. Please indicate your level of satisfaction with the following services. You may select 'NA' if the question is not applicable to your project. **We would greatly appreciate a brief explanation of any negative ratings. Thank you for your time.**

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

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

20.	Addressing problems in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Resolves my concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Overall Satisfaction		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	NA	Explanation of ratings.
22.	My Overall satisfaction with Corps products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	I would recommend the Corps of Engineers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
24.	The Corps of Engineers would be my choice for future projects and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

APPENDIX B

Customer Demographics

Table B-1: Customer Organizations by District

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRB	1	City of Buffalo, Dept. of Public Works
	2	City of Syracuse Dept. of Public Works
	3	Onondaga County
	4	US Fish and Wildlife Service
	5	DOE-EM-WVDP
	6	Onandaga County
	7	U.S. Fish & Wildlife Service
	8	U.S. EPA - Great Lakes National Program Office
	9	GLNPO
	10	Buffalo Niagara Riverkeeper
	11	Dept. of Conservation and Natural Resources
	12	Pennsylvania State Parks - Presque Isle State Park
	13	City of Toledo, Division of Streets, Bridges and Harbor
	14	Town of Hamburg, New York
	15	New York State Dept. of Transportation
	16	Town of West Seneca
	17	Niagara County D.P.W.
	18	New York State Parks
	19	International Joint Commission
	20	Little Calumet River Basin Development Commission
	21	Toledo-Lucas County Port Authority
	22	City of Buffalo, Dept. of Public Works
	23	Cleveland City Planning Commission
	24	USCG Sector Buffalo
	25	Ashtabula River Partnership
	26	NYS Canal Corporation
	27	New York Power Authority
	28	Great Lakes Commission
	29	Cleveland Cuyahoga County Port Authority
	30	LAKE CARRIERS' ASSOCIATION
	31	IMMIGRATIONS AND CUSTOMS ENFORCEMENT
	32	U.S. Customs & Border Protection
	33	IMMIGRATION AND CUSTOMS ENFORCEMENT
	34	DHS-ICE/OAM
	35	St. Lawrence Seaway Development Corporation
	36	NOAA - NOS - FOD
	37	NYS Tug Hill Commission
	38	U.S. Customs and Border Protection
LRC	1	Chicago Park District
	2	Illinois Department of Natural Resources
	3	Village of Libertyville, Illinois
	4	Chicago Park District
	5	LaPorte County Parks Department
	6	MWRDGC

<u>District</u>	<u>Count</u>	<u>Agency</u>
	7	Chicago Park District
	8	City of Chicago Department of Environment
	9	Chicago Department of Environment
	10	City of Valparaiso
	11	Unspecified
	12	Chicago Department of Environment
	13	Southeastern Wisconsin Regional Planning Commission
LRE	1	Boardman River Dams Committee
	2	Town of La Pointe
	3	Wisconsin Dept. of Natural Resources
	4	City of Negaunee
	5	Bayfield County
	6	Department of Natural Resources
	7	OAKLAND COUNTY DRAIN COMMISSIONER'S OFFICE
	8	City of Frankenmuth
	9	Strand Associates, Inc
	10	Becher Hoppe Associates Inc.
	11	Short Elliott Hendrickson, Inc.
	12	Unspecified
	13	Indiana DNR-Fish and Wildlife
	14	U.S. EPA
	15	GCWWS
	16	Frenchtown Charter Township Resort District Authority
	17	Milwaukee Metropolitan Sewerage District
	18	Kenosha Water Utility
	19	City of Fort Wayne
	20	City of Fort Wayne
	21	Pere Marquette Shipping
	22	Unspecified
	23	Indiana University South Bend
	24	City of St. Joseph
	25	CITY OF FORT WAYNE, IN
	26	City of Manitowoc
	27	Seaway Marine Transport
	28	Holland Board of Public Works
	29	County of Saginaw
	30	City of St. Joseph
	31	brown county port and solid waste department
	32	Southwest Michigan Regional Airport
	33	Alliance for Economic Success (Manistee area)
	34	Transport Canada
	35	Port of Monroe / Johnson & Anderson, Inc.
	36	Dock 63 Inc.
	37	Saint Lawrence Seaway Development Corp. - U.S. DOT

<u>District</u>	<u>Count</u>	<u>Agency</u>
	38	MN DNR
	39	City of Mackinac Island, Mackinac Island, MI
	40	OTTAWA COUNTY SHERIFF OFFICE
	41	PORT OF MILWAUKEE
	42	Great Lakes Commission
	43	BROWN COUNTY PORT
	44	Oneida Nation in Wisconsin
LRH	1	VILLAGE OF WEST JEFFERSON
	2	New River Community Partners
	3	Municipality
	4	County of Pulaski, Virginia
	5	Boone County Public Service District
	6	Morehead Utility Plant Board
	7	Stantec Consulting Services
	8	Regional Intergovernmental Council
	9	Earnhart Hill Regional Water & Sewer District
	10	Village of New Albany, Ohio
	11	City of Louisville
	12	Region 4 Planning and Development Council
	13	Village of Buckeye Lake
	14	City of Gallipolis
	15	ADR & Associates, LTD
	16	City of Marysville, Ohio
	17	City of Columbus
	18	City of Zanesville
	19	Oakdale Christian Academy
	20	Village of Bloomingburg
	21	City of Huntington, West Virginia
	22	Northern Jackson County Public Service District
	23	Logan County PSD
	24	Unspecified
	25	Mountain Water District
	26	Eastern Kentucky PRIDE
	27	US Fish and Wildlife - Ohio River Islands NWR
	28	Town of Boone, NC
	29	Federal Highway Administration
	30	Ohio EPA
	31	Town of Grundy Virginia
	32	Town of Marlinton
	33	Buchanan County
	34	Pike County Fiscal Court
	35	Lubeck Public Service District
	36	West Virginia Conservation Agency
	37	Mercer County Commission

<u>District</u>	<u>Count</u>	<u>Agency</u>
	38	Dickenson County
	39	WV Conservation-Guyan District
	40	Logan County Commission
	41	City of Charleston
	42	Unspecified
	43	City of Hinton
	44	West Virginia Public Port Authority
	45	State of WV, Division of Culture and History
	46	City of Parkersburg
	47	Belpre City
	48	USDA - Forest Service, Wayne National Forest
	49	Ohio Department of Transportation
LRL	1	University of Dayton
	2	City of Dayton
	3	City of Anderson, Indiana
	4	Eastern Kentucky PRIDE
	5	Omaha District Corps Of Engineers
	6	City of Indianapolis Department of Public Works
	7	Village of Fairfax
	8	Louisville & Jefferson County Metropolitan Sewer District
	9	City of Cincinnati, Stormwater Management Utility
	10	Jeffersonville-Clarksville flood control
	11	City of Hodgenville
	12	South Harrison Water Corp.
	13	City of Mt. Sterling
	14	Town of Elizabeth
	15	The Miami Conservancy District
	16	Inland Waterways User Board
	17	Waterfront Development Corporation
	18	US EPA
LRN	1	Tennessee Department of Transportation
	2	Livingston county Fiscal Court
	3	Virginia Department of Mines, Minerals and Energy
	4	visions of eastern Kentucky
	5	Directorate of Public Works, USA Garrison, Fort Knox
	6	McCreary County fiscal Court
	7	LENOWISCO
	8	County of Lee, Virginia
	9	City of Maryville, Tennessee
	10	City of Lenoir City
	11	USAG Fort Knox
	12	Tennessee Department of Environment & Conservation
	13	City Of Middlesborough, KY
	14	Metro Nashville Water Services

<u>District</u>	<u>Count</u>	<u>Agency</u>
	15	Eastern Kentucky PRIDE
	16	Town of Centerville
	17	U. S. EPA, Region 4
	18	US EPA - Superfund Division
	19	City of Bristol Tennessee
	20	Huntsville Madison County Marina & Port Authority (Ditto landing)
	21	City of Bristol, Virginia
	22	GOVERNOR'S OFFICE FOR LOCAL DEVELOPMENT
	23	City of Huntsville
	24	Harlan County Fiscal Court
	25	City of Cumberland
	26	Bell County Fiscal Court
	27	NC Dept. of Environment and Natural Resources
	28	North Carolina
	29	Unspecified
	30	Southeastern Power Administration
	31	Crouse Corporation
	32	TDOT-Multimodal Transportation Resources
	33	Unspecified
	34	Unspecified
	35	Cumberland River Compact
	36	Lewis County, TN
	37	Giles County, TN
	38	U.S. Fish & Wildlife Service
	39	National Nuclear Security Administration/Y-12 Site Office
	40	Chickamauga and Chattanooga National Military Park
	41	NPS
	42	Oak Ridge
	43	Metro Parks
	44	National Park Service-Chickamauga & Chattanooga National Mil Park
	45	Shiloh National Military Park
	46	Federal Highway Administration-Eastern Federal Lands Division
	47	Federal Highway Administration
LRP	1	City of Salamanca
	2	Point Marion Borough Council
	3	City of Weston
	4	Franklin Township Supervisors
	5	Bankson Engineers, Inc.
	6	Skelly and Loy, Inc.
	7	K2 Engineering, Inc.
	8	Evans, Mechwart, Hambleton & Tilton, Inc.
	9	Allegheny County Public Works
	10	Lower Ten Mile Joint Sewer Authority
	11	Dunbat Township Municipal Authority

<u>District</u>	<u>Count</u>	<u>Agency</u>
	12	German Township
	13	NORTH UNION TOWNSHIP
	14	Sutersville-Sewickley Municipal Sewage Authority
	15	ODNR DMRM
	16	KAG Engineering, Inc
	17	Central Mainline Sewer Authority
	18	Borough of Lincoln
	19	Bankson Engineers, Inc.
	20	Department of City Planning; City of Pittsburgh
	21	Borough of Clymer
	22	Brookville Boro
	23	The Gateway Engineers
	24	Meyersdale Borough
	25	GenPower Services LLC
	26	Noble County Water Authority
	27	City of Cambridge
	28	Municipal Authority of Westmoreland County
	29	Ohio EPA
MVK	1	Philadelphia Utilities
	2	City of Wiggins
	3	Avoyelles Parish Police Jury
	4	Mississippi Levee Board
	5	West Madison Utility District
	6	City of Forest, MS
	7	Town of Summit
	8	City of Richland
	9	Neel-Schaffer, Inc.
	10	Fifth Louisiana Levee District
	11	Tunica County Ms SWCD
	12	City of Tupelo, MS
	13	Coahoma County Board of Supervisors
	14	Unspecified
	15	YMD Joint Water Management District
MVM	1	Missouri Department of Conservation
	2	Lower Mississippi River Conservation Committee
	3	AR Game & Fish Commission
	4	Tennessee Wildlife Resources Agency
	5	The City of Augusta
	6	City of Germantown
	7	Yazoo Mississippi Delta Levee Board
	8	ST. JOHN'S BAYOU BASIN DRAINAGE DIST
	9	City of Memphis, Division of Public Works
	10	Unspecified
	11	St. Johns Levee & Drainage District, MO

<u>District</u>	<u>Count</u>	<u>Agency</u>
	12	City of Paragould
	13	Elk Chute Drainage District
	14	Town of Oakland
	15	Dunklin County Missouri
	16	City of Mayfield, KY
	17	St Francis Levee District of Missouri
	18	Arkansas Waterways Commission
	19	City of Hickman, Kentucky
	20	Missouri Department of Conservation
	21	Cline-Frazier Engineers
	22	Arkansas Waterways Commission
	23	White River Coalition
	24	White River Irrigation District
	25	Bayou Metro Water Management District
	26	Arkansas Natural Resources Commission
	27	DeSoto County Regional Utility Authority
	28	East Arkansas Enterprise Community (EAEC), Inc.
	29	West Tennessee River Basin Authority
	30	City of Forrest City, AR
MVN	1	Department of Natural Resources/Office of Coastal Restoration
	2	Louisiana State University
	3	Louisiana Department of Wildlife and Fisheries
	4	Unspecified
	5	USDA-NRCS
	6	City of Baton Rouge-Parish of East Baton Rouge
	7	LDNR
	8	Louisiana Department of Natural Resources
	9	EPA Region 6
	10	SWD, PM forward at EPA Dallas offices
	11	Volunteers of America of North Louisiana
	12	Port Manchac
	13	Saint Matthew School Community Association
	14	City of Abbeville
	15	Unspecified
	16	Crowley Recreation Department
	17	Unspecified
	18	Jefferson Parish
	19	West Jefferson Levee District
	20	LA Dept. of Natural Resources
	21	Pontchartrain Levee District
	22	St. Mary Industrial Group
	23	Pontchartrain Levee District
	24	Terrebonne Levee & Conservation District
	25	Atchafalaya Basin Levee District

<u>District</u>	<u>Count</u>	<u>Agency</u>
	26	Wax Lake East Drainage District
	27	City of Lake Charles
	28	City of Carencro
	29	East Jefferson Levee District
	30	Sewerage and Water Board of New Orleans
	31	Red River, Atchafalaya & Bayou Boeuf Levee District
	32	LA DOTD - Public Works, Hurricane Protection & Flood Control
	33	DNR
	34	Grand Isle Independent Levee District
	35	Terrebonne Parish Consolidated Government
	36	Unspecified
	37	East Baton Rouge Parish Planning Commission
	38	Southeast Louisiana Flood Protection Authority East
	39	Lafourche Basin Levee District
	40	Gulf Intracoastal Canal Association
	41	Trunkline LNG/Trunkline GAs/Sea Robin Pipeline/Florida Gas Pipeline
	42	CRESCENT RIVER PORT PILOTS^ ASSOCIATION
	43	CITGO Petroleum Corporation
	44	Town of Berwick, St. Mary Parish, LA
	45	Port of Lake Charles
	46	Lake Charles Pilots
	47	Port of Greater Baton Rouge
	48	Port of Lake Charles
	49	J Ray McDermott, Inc.
	50	Morgan City Harbor and Terminal District (The Port of Morgan City)
	51	Port of New Orleans
	52	Moran Shipping Agencies
	53	Board of Commissioners of the Port of New Orleans
	54	BOLLINGER SHIPYARDS
	55	Port of Lake Charles
	56	Iberville Parish Government
	57	Greater Krotz Springs Port Commission
	58	St. Mary Parish Government
	59	St. Mary Parish Government
	60	Louisiana DOTD
	61	Chitimacha Tribe of Louisiana
	62	Meyer Meyer Lacroix and Hixson, Inc.
	63	Unspecified
	64	Louisiana Department of Natural Resources
	65	Southern University
MVP	1	City of Devils Lake, ND
	2	Unspecified
	3	Iowa DNR
	4	Minnehaha Creek Watershed District

<u>District</u>	<u>Count</u>	<u>Agency</u>
	5	Blue Earth County, Minnesota
	6	U.S. Fish and Wildlife Service
	7	City of Moorhead, MN
	8	City of Ada
	9	North Dakota State Water Commission
	10	Floan-Sanders, Inc
	11	City of Breckenridge, Minnesota
	12	CITY OF GRAND FORKS
	13	City of Wahpeton
	14	City of Crookston
	15	City of Montevideo
	16	Unspecified
	17	Unspecified
	18	City of Dawson
	19	Lower Minnesota River Watershed District
	20	City of Minneapolis Dept. of Community Planning & Economic Dev.
	21	City of Keewatin
	22	Garrison, Kathio, West Mille Lacs Lake Sanitary District
	23	Koochiching County Environmental Services Department
	24	City of Cass Lake
	25	City of Cromwell
	26	Glidden Sanitary District
	27	Ely Utilities Commission
	28	City of Tower
	29	Metropolitan Council
	30	Bayfield County
MVR	1	Iowa DNR
	2	Iowa Dept. of Natural Resources
	3	Iowa DNR
	4	The Nature Conservancy
	5	Illinois Department of Natural Resources
	6	City of Cedar Rapids
	7	East Peoria Drainage and Levee District
	8	Monroe County, Iowa
	9	City of Muscatine
	10	City of Rockford
	11	City of Des Moines
	12	Unspecified
	13	City of Des Moines
	14	Unspecified
	15	City of Marion, IA
	16	City of Perry, Iowa
MVS	1	Madison County Government
	2	Missouri Department of Conservation

<u>District</u>	<u>Count</u>	<u>Agency</u>
	3	The Nature Conservancy
	4	Department of Natural Resources
	5	Morgan County, Illinois
	6	Bois Brule Levee & Drainage District
	7	Unspecified
	8	Wood River Drainage and Levee District
	9	Husch & Eppenberger
	10	City of Valley Park
	11	consolidated north county levee district
	12	American River Transportation Company
	13	City of Belleville, IL
NAB	1	Somerset County Sanitary District
	2	MD Dept of Natural Resources
	3	Lycoming County Water and Sewer Authority
	4	Montgomery County Maryland, Dept of Environmental Protection
	5	Maryland Port Administration
	6	Borough of Clarks Summit
	7	DPWES, Fairfax County
	8	City of Alexandria Department of Recreation, Parks and Cultural Act.
	9	Arlington County
	10	Scranton Sewer Authority
	11	Renovo Borough
	12	Bennett Branch Watershed Association
	13	Unspecified
	14	Susquehanna River Basin Commission
	15	M-NCPPC, Montgomery County Department of Parks
	16	PRINCE GEORGE'S COUNTY GOVERNMENT, DPW&T
	17	Maryland Department of Natural Resources
	18	Town of Moorefield
	19	Luzerne County Flood Protection Authority
	20	Canal Place Preservation and Development Authority
	21	National Park Service - Assateague Island National Seashore
	22	City of Scaranton
	23	Dorchester County Council
	24	Pennsylvania Department of Environmental Protection
	25	MD Dept of Natural Resources
	26	Maryland State Highway Administration
	27	MD State Highway Administration
	28	Pennsylvania Department of Transportation
	29	NJ DEP
NAE	1	RI Department of Environmental Management
	2	Town of Brookline
	3	Boston Parks and Recreation Department
	4	RI Coastal Resources Management Council

<u>District</u>	<u>Count</u>	<u>Agency</u>
	5	Maine Department of Transportation
	6	Connecticut Maritime Commission
	7	Massachusetts Department of Environmental Protection
	8	Massachusetts Office of Coastal Zone Management
NAN	1	NYS Department of Environmental Conservation
	2	NJ Dept. of Env. Protection - Bureau of Coastal Engineering
	3	NJDEP
	4	Borough of Monmouth Beach
	5	Sea Bright
	6	Somerset County
	7	County of Morris
	8	City of Long Branch
	9	NJDEP
	10	Township of Cranford
	11	Township of Parsippany- Troy Hills,
	12	Port Authority of NY and NJ
	13	Morris Land Conservancy
	14	NJDEP
	15	New Jersey Turnpike Authority
	16	LGA Engineering/Birdsall Engineering
NAO	1	Virginia Institute of Marine Science
	2	Mathews County, VA
	3	Virginia Institute of Marine Science
	4	Virginia Institute of Marine Science
	5	U.S. Fish and Wildlife Service
	6	City of Virginia Beach Dept of Public Works/Engineering
	7	County of Rappahannock, Virginia
	8	City of Charlottesville
	9	City of Virginia Beach, Virginia
	10	The Nature Conservancy
	11	City of Chesapeake, Virginia - Public Works Department
	12	Maryland Dept. of Natural Resources
	13	Virginia Seafood Council
	14	Lynchburg College
	15	Potomac River Fisheries Commission
	16	VMRC
	17	VMRC
	18	NASA
	19	VA Dept of Emergency Management
	20	City of Covington
	21	City of Franklin
	22	U.S. Coast Guard Civil Engineering Unit Cleveland
	23	Port of Richmond
	24	Port of Richmond

<u>District</u>	<u>Count</u>	<u>Agency</u>
	25	Town of Chincoteague
	26	5th Coast Guard District
	27	USCG
	28	Virginia Maritime Association
	29	Virginia Port Authority
	30	Virginia Port Authority
	31	Virginia Port Authority
	32	City of Newport News, VA
	33	Virginia Pilot Association
	34	City of Fredericksburg, Virginia
	35	City Of Chesapeake
	36	City Of Chesapeake
	37	Dominion (Virginia Power)
NAP	1	DuPont
	2	Unspecified
	3	NJDEP
	4	Delaware DNREC
NWK	1	U.S. Geological Survey
	2	Rathbun Regional Water Association
	3	US Fish & Wildlife Service
	4	US Fish and Wildlife Service
	5	Missouri Department of Conservation
	6	Topeka/Shawnee County Riverfront Authority
	7	Missouri Department of Conservation
	8	Kansas State University
	9	Iowa Department of Natural Resources
	10	City of Mission, KS
	11	Osage County Conservation District
	12	Mo Dept. of Conservation
	13	Missouri Department of Transportation
	14	Save the Lakes Committee
	15	Kansas Wildlife and Parks
	16	The Port Authority of Kansas City, MO
	17	Fairfax Drainage District
	18	City of St. Joseph
	19	City of St. Joseph
	20	City of Topeka, Kansas
	21	City of Kansas City, MO
	22	City of Kansas City, Missouri
	23	City of Kansas City, Missouri
	24	City of Kansas City Missouri Water Services Department
	25	City of Manhattan, Kansas
	26	Kansas City Missouri Water Services Department
	27	Kaw Valley Drainage District of Wyandotte County, Kansas

<u>District</u>	<u>Count</u>	<u>Agency</u>
	28	Elwood Gladden Drainage District
	29	City of Kansas City, MO, Water Services Dept.
	30	City of Kansas City, Missouri, Water Dept
	31	Unified Government of Wyandotte County/Kansas City, Kansas
	32	Kansas Trails Council
	33	Kansas Water Office
NWO	1	City of South Sioux City
	2	Bureau of Reclamation - Montana Area Office
	3	Missouri River Joint Water Board, ND
	4 - 5	PAPIO-MISSOURI RIVER NATURAL RESOURCES DISTRICT
	6	Missouri River Joint Water Board, ND
	7	Boulder County
	8	The Nature Conservancy
	9	Unspecified
	10	City of Boulder
	11	Iowa Department of Natural Resources
	12	Yellowstone River Conservation District Study
	13	U.S. Fish and Wildlife Service
	14	James River Water Development District
	15	Nebraska Department of Natural Resources
	16	City of Arvada, CO
	17	City of Sioux Falls
	18	Buell Winter Mousel and Assoc.
	19	FEMA Region VII
	20	City of Sheridan Wyoming
	21	Iowa DOT
	22	Mills County Secondary Roads Department
	23	City of Randolph
	24	Central Platte NRD
	25	Lower Platte South Natural Resources District
	26	City of Livingston MT
	27	Unspecified
	28	Harrison County Secondary Road Department
	29	City of Akron
	30	Papio-Missouri River NRD
	31	Colorado State Parks
	32	Colorado State Parks
	33	Colorado Water Conservation Board (Colorado Dept. of Nat. Resources)
	34	Unspecified
	35	City of Lewistown (Montana)
NWP	1	Port of Hood River
	2	U.S. Forest Service (formerly)
	3	City of Eugene

<u>District</u>	<u>Count</u>	<u>Agency</u>
	4	City of Springfield
	5	City of Portland
	6	Cowlitz Indian Tribe
	7	Unspecified
	8	US Forest Service
	9	GOVERNOR'S SALMON RECOVERY OFFICE
	10	Sauvie Island Drainage Improvement Company
	11	City of Medford
	12	Unspecified
	13	Multnomah County Drainage District # 1
	14	Bonneville Power Administration
	15	City of Depoe Bay
	16	Oregon International Port of Coos Bay
	17	Oregon and Washington Sponsor Ports
	18	OREGON WATER RESOURCES DEPT
	19	Dept of Energy, Bonneville Power Administration
	20	Bonneville Power Administration
NWS	1	Skagit County Dike District #3
	2	Skagit County Dike, Drainage and Irrigation District #12
	3	Whatcom County Public Works
	4	Lincoln County
	5	City of Bonners Ferry
	6	Dike District No. 1
	7	Skagit County Dike District 17
	8	Seattle Public Utilities
	9	City of Everett Utilities Department
	10	King County Water & Land Resources Div., Dept. of Nat. Res. & Parks
	11	Unspecified
	12	City of Kent
	13	King County Water and Land Resources Division
	14	Shoalwater Bay Tribe
	15	Mason Conservation District
	16	City of Seattle Transportation Department
	17	Port of Grays Harbor
	18	Port of Skagit County
	19	Port of Everett
	20	Washington Department of Natural Resources
	21	University of Washington
	22	Town of Stevensville
NWW	1	Oregon Dept. Fish and Wildlife
	2	Port of Lewiston
	3	Idaho Department of Water Resources
	4	Port of Benton
	5	Unspecified

<u>District</u>	<u>Count</u>	<u>Agency</u>
	6	Tidewater Barge Lines, Inc.
	7	City of Pasco
	8	City of Driggs
	9	City of Rupert
	10	City of Burley, Idaho, USA
POA	1	Fairbanks North Star Borough - Parks & Recreation
	2	City of Bethel, Alaska
	3	Kivalina City Council
	4	Aleutians East Borough
	5	Aleutians East Borough
	6	City of Seward, Alaska
	7	port graham village council
	8	Port of Homer
	9	State of Alaska DOT & PF
	10	Haines Borough
	11	City of Nome
	12	City of Valdez
	13	City of Wrangell, Alaska
	14	City of Unalaska
	15	City and Borough of Juneau
	16	Matanuska-Susitna Borough
POH	1	Maui County Planning Department
	2	Hawaii Dept. of Transportation, Highways Division
	3	County of Maui
	4	County Of Maui, Highways
	5	Department of Public Works
	6	City and County of Honolulu
	7	County of Maui
	8	American Samoa DPW
	9	Department of Transportation - Harbors Division
	10	Honolulu Board of Water Supply
	11	American Samoa Port Administration
SAC	1	South Carolina Emergency Management Division
	2	USDA NRCS
	3	General Services Division, Budget and Control Board
	4	City of North Myrtle Beach
	5	City of Folly Beach
	6	Save the Light, Inc
	7	Town of Pawleys Island
	8	HORRY COUNTY
	9	Horry County Government
	10	Horry County Government
	11	Naval Weapons Station Charleston Public Works Dept
	12	South Carolina State Ports Authority

<u>District</u>	<u>Count</u>	<u>Agency</u>
	13	Army Field Support Battalion - Afloat
	14	USCG
	15	Military Surface Deployment and Distribution Command
	16	Town of McClellanville
	17	South Carolina State Ports Authority
	18	Orangeburg County
	19	Santee Cooper
	20	U.S. Department of Energy - NNSA
	21	National Nuclear Security Agency
	22	NNSA
	23	The Citadel
	24	Office of Safeguards, Security & Emergency Services
	25	Federal Aviation Administration
SAJ	1	Unspecified
	2	governmental agencies
	3	City of Jacksonville Public Works
	4	Lee County Government
	5	Port of Miami
	6	Puerto Rico Ports Authority
	7	Jacksonville Port Authority
	8	Port of Palm Beach District
	9	Central Office-- Florida Department of Transportation
	10	Florida Department of Transportation District Three
	11	FDOT District Seven
	12	City of Jacksonville, FL.
	13	Broward County Environmental Protection Department
	14	City of Deerfield Beach
	15	Captiva Erosion Prevention District
	16	Lee County Government
	17	St Johns County Board of County Commissioners
SAM	1	City of Biloxi, MS
	2	AL Dept of Cons. & Nat. Res.-State Lands Div-Coastal Sect.
	3	Hall County Board of Commissioners
	4	Coosa Valley Regional Development Center
	5	DeKalb County Georgia
	6	Chattahoochee fall line alliance
	7	Mobile County Public Works
	8	Unspecified
	9	Jackson County, MS
	10	City of Gainesville, GA
	11	Mississippi Department of Marine Resources
	12	Hall County GA
	13	Dauphin Island Park and Beach Board
	14	City of Atlanta -- Department of Watershed Management

<u>District</u>	<u>Count</u>	<u>Agency</u>
	15	City of Atlanta
	16	Pat Harrison Waterway District
	17	City of Pascagoula, MS
	18	City of Pascagoula
	19	Brown & Mitchell, Inc.
	20	City of Moss Point , MS
	21	Office of Governor Haley Barbour
	22	Seahaven Consulting on behalf of Walton County TDC
	23	Alabama State Lands Div., Dept of Conservation & Natural Resources
	24	City of Ocean Springs, MS
	25	Bay County TDC
	26	City of Meridian, Mississippi
	27	Panama City Beach Development
	28	Tombigbee River Valley Water Mgt. District
	29	Alabama Department of Transportation
	30	City of Ocean springs, MS
	31	Harrison County Sand Beach Authority
	32	Grand Bay Natural Estuarine Research Reserve
	33	Tombigbee River Valley Water Management District
	34	Jackson County Port Authority
	35	Mississippi State Port Authority
	36	Alabama State Port Authority
	37	City of Orange Beach
	38	Warrior Tombigbee Waterway Association
	39	Tri Rivers Waterway Development Assoc.
	40	West Point Lake Coalition
	41	501 c 3
	42	Southeastern Power Administration (DOE)
	43	City of Destin
SAS	1	Glynn County
	2	Liberty County Emergency Management Agency
	3	Effingham County Emergency Management
	4	Columbia County Emergency Services
	5	City of Savannah
	6	Gwinette County Dept of Water Resources
	7	Bibb County Engineering Department
	8	Fort Pulaski National Monument
	9	City of Tybee Island
	10	Augusta-Richmond County
	11	City of Tybee
	12	Chatam County GA
	13	CITY OF MACON
	14	GA DOT
	15	Ben Hill County Commission

<u>District</u>	<u>Count</u>	<u>Agency</u>
	16	Anderson County Transportation Division
	17	Bibb County Board of Commissioners
	18	Augusta-Richmond County Planning Commission
	19	Southeastern Power Administration
	20	Brunswick Pilots
	21	Ga Dept of Transportation
	22	Ga Department of Transportation
	23	savannah maritime assn.
	24	Savannah Pilots Association
	25	GADNR
	26	Georgia Ports Authority
	27	City of North Augusta
	28	Georgia Ports Authority
	29	SCDNR
	30	GEORGIA DNR, ENVIRONMENTAL PROTECTION DIV.
	31	Hartwell Lake Chamber & Municipal Coalition
	32	Lake Hartwell Chamber & Municipal Coalition
	33	City of Tybee Island
	34	Effingham County
	35	Anderson Area Chamber of Commerce
SAW	1	North Carolina Division of Emergency Management
	2	The Nature Conservancy
	3	NC Division of Water Quality
	4	North Carolina State Government
	5	Commonwealth of Virginia
	6	Town of Windsor
	7	NC Wildlife Resources Commission
	8	Town of Chadbourn
	9	Town of Topsail Beach
	10	Town of Carolina Beach, NC
	11	Town of Princeville, NC
	12	Wilmington-New Hanover County, Ports, Waterways & Beach Comm.
	13	Vice President - Roanoke River Basin Association
	14	Town of Kure Beach NC
	15	town of kill devil hills
	16	City of Roanoke
	17	Town of Surf City
	18	Town of Emerald Isle, NC
	19	Cape Lookout National Seashore
	20	Town of Wrightsville Beach
	21	Town of Wrightsville Beach
	22	Town of Holden Beach
	23	Town of Kitty Hawk
	24	Town of Ocean Isle Beach

<u>District</u>	<u>Count</u>	<u>Agency</u>
	25	TOWN OF NORTH TOPSAIL BEACH
	26	Town of Nags Head, NC 27959
	27	Unspecified
	28	Carteret County
	29	Wilmington District
	30	Town of Pine Knoll Shores
	31	Town of Oak Island
	32	Town of Caswell Beach
	33	Unspecified
	34	Wilmington District
	35	City of Roanoke
	36	Town of Emerald Isle
	37	Brunswick County
	38	Town of Carolina Beach
	39	Unspecified
	40	Town of Ocean Isle Beach
	41	Unspecified
	42	VA Dept of Environmental Quality
	43	North Topsail Beach
	44	Dominion Virginia Power / North Carolina Power
	45	Southeastern Power Administration
	46	W.V. Hydro, Inc.
	47	National Weather Service Wakefield, VA
	48	Alabama Municipal Electric Authority
	49	North Carolina State Ports Authority
	50	Stevens Towing Co., Inc.
	51	Unspecified
	52	U. S. Coast Guard Civil Engineering Unit
	53	U. S. Fish & Wildlife Service
	54	Bald Head Island
	55	Colonial Terminals
	56	Coast Guard Special Missions Training Center
	57	Town of Beaufort Docks
	58	City of Wilmington
	59	Wilmington Docking Pilots
	60	New Hanover County
	61	Oregon Inlet Waterways Commission
	62	CHEMSERVE TERMINAL
	63	Cape Fear Docking Pilots, Inc
	64	Onslow Bay
	65	City of Wilmington
	66	Carolina Marine Terminal
	67	Ferry Division
	68	Allied Transportation

<u>District</u>	<u>Count</u>	<u>Agency</u>
	69	Wilmington - Cape Fear pilots
	70	Nucor Steel - Hertford County
	71	Wilmington - Cape Fear Pilots Association
	72	Town of Beaufort
	73	Hess Corporation
	74	National Park Service
	75	U.S. Coast Guard
	76	NC Wildlife Resources Commission
	77	Fifth Coast Guard District
	78	Unspecified
	79	City of Winston-Salem
	80	Delta Power Services
	81	Unspecified
	82	Unspecified
	83	City of New Bern
	84	City of Rocky Mount
SPA	1	Unspecified
	2	Ohkay Owingeh
	3	City of Las Cruces
	4	Texas Commission on Environmental Quality
	5	Middle Rio Grande Conservancy District
	6	New Mexico State Parks / Bottomless Lakes
	7	City of Las Cruces
	8	El Paso County
	9	City of Alamogordo
	10	City Of Gallup, NM
	11	US International Boundary and Water Commission
	12	Town of Bernalillo
	13	Village of Questa
	14	City of Eunice
	15	Engineering Division, Department of Public Works
	16	City of Lovington
SPK	1	Heavenly Mountain Rst/Lake Tahoe Transp. & Water Quality Coalition
	2	Douglas County Sewer Improvement District No. 1
	3	Douglas County Sewer Improvement District No. 1
	4	Tahoe Regional Planning
	5	North Lake Tahoe Resort Association
	6	City of Tehama
	7	Bethel Island Municipal Improvement District
	8	Napa County Flood Control and Water Conservation District
	9	City of West Sacramento
	10	Contra Costa County Flood Control and Water Conservation District
	11	Santa Clara Valley Water District
	12	County of Sutter, California

<u>District</u>	<u>Count</u>	<u>Agency</u>
	13	Yuba County Water Agency
	14	SAFCA
	15	City of Folsom
	16	Plumas County Flood Control and Water Conservation District
	17	City of Blanding
	18	Churchill County, Nevada
	19	Incline Village General Improvement Group
	20	Richmond City, Utah
	21	Stockton East Water District
	22	Kane County Water Conservancy District
	23	Nevada Department of Conservation and Natural Resources
	24	City of Logan, Utah
	25	Moroni City Corp.
	26	Mantua
	27	City of Roseville Water Utility
	28	Round Hill General Improvement District
	29	Round Hill General Improvement District
	30	Cedar City
	31	Uintah County
	32	Tule River Improvement JPA
	33	Calaveras County Water District
	34	Placer County Water Agency
	35	Kaweah, CA Delta Water Conservation District
SPL	1	Pima County Regional Flood Control District
	2	LA County Dept of Public Works
	3	City of Phoenix, Arizona
	4	Eastern Municipal Water District
	5	City of Laguna Niguel
	6	City of Long Beach Department of Community Development
	7	Ventura County Watershed Protection District
	8	Pima County Regional Flood Control District
	9	Big Bear Municipal Water District
	10	City of Mission Viejo
	11	Las Vegas Valley Water District
	12	City of Phoenix, AZ
	13	City of Phoenix
	14	City of Los Angeles, Dept. of Public Works, Bureau of Engineering
	15	Navajo Department of Water Resources
	16	Coachella Valley Water District
	17	Clark County Regional Flood Control District
	18	Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
	19	Yavapai County
	20	Orange County Resources and Development Management Department

<u>District</u>	<u>Count</u>	<u>Agency</u>
	21	Flood Control District of Maricopa County
	22	Ventura Port District
	23	Unspecified
	24	City of Santa Barbara
	25	Port of Los Angeles
	26	Port of Los Angeles
	27	City of Flagstaff
	28	Pima County
	29	City of Los Angeles
	30	L.A. City Recreation and Parks
	31	Recreation/Parks
	32	Pima County Regional Flood Control District
	33	Santa Cruz County Flood Control District
	34	Unspecified
	35	Bucknam & Associates, Inc.
	36	Mission Springs Water District
	37	City of Long Beach, Department of Parks, Recreation & Marine
	38	City of Oceanside
	39	City of San Clemente
	40	City of Solana Beach
	41	City of Pismo Beach
	42	DHS- CBP – LFC
	43	South Orange County Wastewater Authority
SPN	1	City of Livermore
	2	State Coastal Conservancy
	3	Unspecified
	4	Marin County Flood Control and Water Conservation District
	5	City of Santa Rosa
	6	Vallejo Sanitation and Flood Control
	7	Alameda County Public Works Agency
	8	Alameda County Public Works Agency
	9	Santa Clara Valley Water District
	10	Santa Clara Valley Water District
	11	U S E P A
	12	Port of Stockton
	13	Moss Landing Harbor District
	14	City of San Leandro
	15	Port of Oakland
	16	Port of Sacramento
	17	Port of Richmond
	18	Noyo Harbor District
	19	Unspecified
SWF	1	Unspecified
	2	San Antonio Water System

<u>District</u>	<u>Count</u>	<u>Agency</u>
	3	City of Stephenville
	4	NCTCOG
	5	City of Fort Worth
	6	Unspecified
	7	San Antonio River Authority
	8	City of Laredo, Texas
	9	City of Wharton, TX
	10	San Antonio Water System
	11	Tarrant Regional Water District/TRVA
	12	City of White Settlement, Texas
	13	San Antonio River Authority
	14	City of Lancaster
	15	Southwestern Power Administration
	16	Texas Water Development Board
	17	City of Benbrook
	18	Northeast Texas Municipal Water District
	19	Upper Colorado River Authority
	20	Trinity River Authority of Texas
	21	City of Lufkin
	22	Benbrook Water Authority
	23	Lower Neches Valley Authority
	24	Brazos River Authority
	25	Upper Leon River Municipal Water District
	26	North Texas Municipal Water District
	27	CBP
SWG	1	National Marine Fisheries Service- Habitat Conservation Division
	2	Harris County Flood Control District
	3	Harris County Flood Control District
	4	Harris County Flood Control District
	5	Jefferson County
	6	Harris County Flood Control District
	7	City of Wharton
	8	Gulf Intracoastal Canal Association
	9	Port of Beaumont
	10	Lower Neches Valley Authority
	11	Calhoun Port Authority
	12	Port of Beaumont
	13	U.S. Fish & Wildlife Service
	14	Galveston County Office of Emergency Management
	15	Chambers-Liberty Counties Navigation District
	16	Port of Galveston
	17	City of Texas City
	18	Seaway Crude Pipeline
	19	Port of Port Arthur Navigation District

<u>District</u>	<u>Count</u>	<u>Agency</u>
	20	Brazoria County Conservation and Reclamation District #3
	21	MCND#1 Port of Palacios
	22	Port of Brownsville
	23	Port of Harlingen Authority
	24	Port of Brownsville
	25	Port of Houston Authority
	26	Victoria County Navigation District/Port of Victoria
	27	Cedar Bayou Navigation District
	28	Texas General Land Office
	29	Texas Water Development Board
	30	Water Quality Division – TCEQ
SWL	1	Arkansas Game & Fish Comm.
	2	Little Rock Parks and Recreation
	3	City of Fort Smith
	4	City of Neosho, Missouri
	5	City of Newark, Arkansas
	6	Arkansas State Highway and Transportation Department
	7	Batesville Wastewater Treatment Plant
	8	Red River Valley association
	9	Southwestern Power Administration
	10	Tulsa Port of Catoosa
	11	Little Rock Port Authority
	12	Oklahoma Dept. of Transportation
	13	Arkansas Waterways Commission
	14	Arkansas Waterways Commission
	15	Southwest Arkansas Water District
	16	Mid-Arkansas Water Alliance
	17	Arkansas Game & Fish Commission
	18	Arkansas Game & Fish Commission
	19	MO Department of Natural Resources, Water Resources Center
	20	Greene County Missouri
	21	HHS/FDA
	22	Missouri State University
SWT	1	City of Tulsa
	2	Program Management Group representing Tulsa County
	3	Oklahoma Water Resources Board
	4	Oklahoma Department of Environmental Quality
	5	Kansas Water Office
	6	Southwestern Power Administration
	7	Southwestern Power Resources Association
	8	Johnstons Port 33
	9	Tulsa Port of Catoosa
	10	Oklahoma Dept. of Transportation
	11	USGS

<u>District</u>	<u>Count</u>	<u>Agency</u>
	12	Unspecified
	13	Oklahoma Water Resources Board
	14	Wichita County Water Improvement District No. 2
	15	Red River Valley Association
	16	Red River Authority of Texas

Table B-2: Project Names by District

<u>District</u>	<u>Count</u>	<u>Project Name</u>
LRB	1	Anti-terrorism/Force Protection
	2	Ashtabula River Partnership Environmental Dredging Project
	3	Ashtabula River Remediation
	4	Athol Springs, Lake Erie Shore Stabilization
	5	Batavia Federal Detention Facility
	6	Batavia SPC
	7	Black River Navigation Study
	8	Black Rock Lock
	9	Buffalo River GLLA
	10	Cape Vincent Hydro Project /NOAA Water Gauge
	11	Cazenovia Creek Ice Control Structure
	12	CG STA Niagara Dock Replacement & CG Berthing at US CBP Massena Station
	13	Cleveland Confined Disposal Facilities
	14	Cleveland Harbor DMMP
	15	Culvert Valve Operating Machinery Upgrade
	16	DHS Batavia
	17	DHS SALLYPORT
	18	Environmental Dredging-Buffalo River 312 Study
	19	Great Lakes Harbors
	20	Hiawatha Blvd
	21	International Niagara Board of Control and Lake Erie Ice Boom
	22	Letchworth State Park/Mt Morris Dam
	23	Little Calumet River Flood Control/Recreation Project
	24	Massena, New York Border Patrol Station
	25	Minnick Creek Bank Erosion Protection
	26	New York State Route 5/Athol Springs Shoreline Protection Project
	27	NY Barge Canal/Permitting for Statewide Dredging
	28	OLP
	29	Onondaga Lake Partnership
	30	Ottawa NWR Visitor Center
	31	Ottawa River Stream bank protection Project
	32	Presque Isle Shoreline Erosion Protection Project, Erie, Pa.
	33	Presque Isle State Park Beach Nourishment and Breakwaters
	34	Public Consultation on Lake Ontario-St. Lawrence River Water Levels
	35	Soo Locks, Gt. Lakes Dredg. Tm, Piers & Breakwaters Init., Shallow Draft Harbors Coalition
	36	Toledo Harbor
	37	USFWS Visitor Center/Ottawa NWR /Headquarters
	38	West Valley Demonstration Project
LRC	1	Asian Carp Barrier, I & II; Lake Michigan Diversion Accounting
	2	Bubbly Creek Feasibility Study
	3	Butler Lake Dredging and Ecosystem Project

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	4	Chicago Shoreline Protection Project
	5	Chicago Storm Damage Reduction Project
	6	Eugene Field Park - Chicago River Improvements
	7	Eugene Field Restoration
	8	McCook Reservoir
	9	Red Mill County Park Little Calumet Headwaters Dam Removal & Rehab
	10	UNION STREET AREA STORM SEWER PROJECT , PHASE 1, PROJECT 1
	11	Unspecified
	12	Upper Des Plaines River and Tributaries and Wisconsin Phase II
	13	various
LRE	1, 2	Unspecified
	3	Bayfield Sewer and Water Project
	4	Boardman River Dams Project
	5	Breakwater Improvements
	6	CAT ISLAND
	7	City of Negaunee Wastewater Improvements
	8	Detroit Beach Advance Measures
	9	FAIRFIELD DITCH SEC 205, ANNUAL INSPECTION OF FLOOD WORKS
	10	Fairfield Ditch Section 205 Project
	11	Fate of the Dams
	12	Flood Plain Delineation & Burial Sites Locations
	13	Frankenmuth Dam
	14	George W. Kuhn Drainage District
	15	GLFER
	16	Grand River NOWS
	17	Great Lakes Shipping
	18	GREAT LAKES ST. LAWRENCE SEAWAY STUDY
	19	Great Lakes St. Lawrence Seaway Study
	20	Green Bay Harbor
	21	Holland Harbor
	22	HOLLAND HARBOR
	23	KEARSLEY CREEK INTERCEPTOR
	24	Kenosha Wall Repair W911XK-07-B-0012
	25	Lake Poygan breakwall
	26	Manistee County
	27	Manitowoc Harbor
	28	McQuade Road
	29	MILWAUKEE HARBOR
	30	OTT/STORY/CORDOVA SUPERFUND SITE
	31	Pedestrian Bridge
	32	Phases II, III and IV Storm water Management System Upgrade
	33	River Raisin Maintenance Dredging
	34	Saginaw River DMDF
	35	Section 14 Project KK River Milwaukee County, Wisconsin

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	36	Section 154, Namakagon Bridge
	37	SOO LOCKS, GRT LAKES DREDGING TM, PIERS & BREAKWATERS INITIATIVES
	38, 39	St. Joseph Harbor
	40	St Joseph Inner Harbor Dredge
	41	St Marys River, Fort Wyne Sec 205
	42	St. Joseph Water Treatment Plant Shore Protection
	43	Town of Pence Watermains and City of Montreal well No. 5 and reservoir
	44	USH 2- Phase 2 Utility Improvements, City of Ashland, Wisconsin
LRH	1, 2	Unspecified
	3	Abandoned and Inactive Mine Land Inventory & Database (AIM)
	4	American Heritage Rivers Initiative
	5	Anchor Road Water Project
	6	Bluestone DSA
	7	Boone County Pond Fork Wastewater Treatment Facility
	8	Buchanan County Flood Control
	9	Claytor Lake Aquatic Ecosystem Restoration Project
	10	Fifth Ave Dam - Section 206
	11	Fish Trap Lake
	12	Grundy Virginia Nonstructural Flood Control Project
	13	Hamden Sanitary Sewer and Wastewater Treatment Plant
	14	Henry Clay Hill Sewer Project
	15	Hill Top Estates sewer expansion
	16, 18	Island Creek Local Protection Project
	19	Island Protection and Habitat Structure
	20	Kanawha Boulevard Bank Stabilization
	21	Kanawha Valley Master Plan
	22	Kenebec Sewer Separation Phase II
	23, 24	Krouts Creek Storm Water
	25	Louisville Wastewater Plant Improvement Project
	26	Marlinton LPP
	27	Marysville Water Reclamation Facility
	28	Mt. Hope Kilsyth Sewer Extension/Plant Upgrade
	29	New River-Phase II
	30	Newark Processing, Licking River Bank Stabilization
	31	North Pickaway Duval Area Water Line Project
	32	Oakdale Christian High School Wastewater Treatment Project
	33	Pike County Nonstructural Project, Pike County Tribs Project, Levisa Fork
	34	Pond Fork Wastewater
	35, 36	Riverfront Project
	37	Robert C. Byrd Locks
	38	Rose Run Environmental Stream Restoration Project
	39	Silverton Sewer Project
	40	spruce street sewer/water

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	41	Streambank Protection Project Minersville, Ohio ODOT SR 124, Mile 23.0
	42	Town of Grundy, VA, 202 Non-Structural
	43	Village of Bloomingburg Wastewater Treatment Plant Project -2007
	44	Village of Buckeye Lake Public Water System
	45	Village of Hanover Wastewater Improvements Project
	46	VILLAGE OF WEST JEFFERSON WATER TREATMENT PLANT IMPROVEMENTS
	47	Wastewater/531
	48	Well Field Rip Rap
	49	Zanesville Biosolids Dryer Project
LRL	1	Anderson, Indiana local flood protection project
	2	Beargrass Creek Local Flood Protection Project
	3	Big Four Bridge
	4, 5	Duck Creek, Ohio Local Flood Protection Project
	6	Hinkston Creek
	7	Holes Creek Local Flood Protection
	8	Indiannapolis N. Flood Dmg Reduction Proj, Ph IIIC Monon-Broad Ripple Section
	9	Lees Lane landfill 5 year review
	10	Newport CSEPP
	11	North Fork of the Nolin River
	12	Ohio River Shoreline Protection
	13	Olmstead, Mcalpine, JT Myers and Markland
	14	Riverbank Stabilization - Harrison County, Indiana
	15	Tech Town
	16	University of Dayton Brown Street Redevelopment
	17	Wastewater/531
	18	Well Fields
LRN	1, 5	Unspecified
	6	Beaver Creek Flood Mitigation project
	7	Bell County Flood Reduction Study
	8	Big Creek
	9	Bristol Flood Damage Reduction
	10	Chads Hope
	11	City of Cumberland Damage Reduction Project Construction Fund
	12	Cumberland River Stream Bank Stabilization
	13	Cumberland River Study
	14	Ditto Landing Marina Streambank Protection Project
	15	Ely and Puckett Creek
	16	Energy Water Nexus
	17	Facilities and Infrastructure Recapitalization Program Small Business
	18	Flood Control
	19	Flood Damage Prevention Project
	20	Harlan County Flood Projects

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	21	Hopkinsville
	22	KY/L and CHI/L
	23	Lake Logan Study
	24	Metro Center/Mill Creek/JPP 1135
	25, 26	Moccasin Bend Project
	27	Murray-Ohio Dump Site (Fiscal Year 2006 - 2nd 5-Year Review)
	28	Nashville Riverfront Environmental Site Assessment
	29	Nashville Riverfront Redevelopment
	30	North Fork of the Powell River Ecosystem Restoration Project
	31	Pinhook Creek & Dallas Branch Flood Mitig. Projects; Spring Branch Debris Control
	32	Pistol Creek Aquatic Ecosystem Restoration
	33	Rriverbank Stabilization
	34, 35	Shiloh National Military Park
	36	ST JOHN'S MP INVESTIGATION, RENEW PART B PERMIT
	37	Stabilize Riverbank at Moccasin Bend to Protect Cultural Resources
	38	SURVEY OF CONTAMINATED SITES AT ST JOHN'S MOTOR POOL
	39	Swannanoa, Section 205
	40	Tennessee Waterways Study
	41	Various
	42	Wastewater/531
	43	Water Source
	44	Water Supply
	45	Waterways Sections--Waterways Study-TN
	46	Wayne County Water Supply
	47	Wolf Creek National Fish Hatchery
LRP	1	Canonsburg Lake Ecosystem Restoration Project
	2	Central Mainline Sewer Collection & Treatment - Sec 313
	3	Clymer Flood Mitigation project
	4	Coursin Stream Stabilization Project - Sec 14 Lincoln Borough
	5	Dunbar Township Municipal Authority Wastewater Treatment Facility Project
	6	Elrama Sewage Project - Sec 313
	7	Fall Run
	8	Finding info about Riverbank Utilization
	9	Front Ave Riverbank Stabilization
	10	James Fulton Flood Control Project
	11	Jennings Run Section 313 Program
	12	Mahoning River Dredge Project
	13	Meyersdale PL 84-99 Flood Control
	14	Mt. Independence Water Line Extension
	15	New Cumberland and Pike Island Hydroelectric Projects
	16	Nine Mile Run - Sec 206 Aquatic Ecosystem Restoration
	17	North Park Lake Section 206 Ecosystem Restoration
	18	Phase I Sewer Extension Project - Sec 313

<u>District</u>	<u>Count</u>	<u>Project Name</u>
MVK	19	PL 84-99 Brookville Flood Protection
	20	Sec 313 Pt Marion Waterline Project
	21	Sec 594 - Cambridge, OH Envir Infrastructure
	22	Sewage Treatment Plant
	23	Sheraden Park Aquatic Ecosystem Restoration Project Information Report
	24	Southwestern PA Water Authority
	25	SR 0218 Waterline Extension
	26	SR 285
	27	Sutersville-Sewickley Pump Stations Project - Sec 313
	28	Washington Township Sanitary Sewerage Project
	29	Youghiogheny River Lake Study
	1, 4	
	5	Bank Stabilization
	6	Coldwater River / McKinny Bayou Feasibility Study
	7, 8	Environmental Infrastructure Section 592
	9	Match for Flood Control Work Environmental Infrastructure - 592
	10	Redwood Road/Bovina Tank
	11	Rehabilitation and Expansion of the Sewerage System
	12	Section 592 - Calhoun Street
13	Sewer Upgrade	
14	Water Works Project	
15	Yazoo Backwater Project	
MVM	1, 3	Unspecified
	4	Augusta Riverbank Project
	5	Bader-Below Cottonwood Point, Missouri Relief Wells
	6	Bayou Meto Basin
	7	Clean Water Act and Environmental Project Review
	8	Frances Bland Floodway Project
	9	Grand Prairie and Bayou Meto
	10	Grand Prairie Area Demonstration Project
	11	I 40 Hwy Interchange PAS
	12	Infrastructure Improvements
	13	Johnson Creek Wastewater Treatment Facility
	14	lateral D -Section 14 Permit
	15	Levee #48
	16	Lower Cache River
	17	Lower Obion River 1135 Project
	18	MR&T
	19	MT. MORIAH DROP STRUCTURE
	20	Phillips County Rural Sewer Improvements Project - Phase II
	21	Redman Point - Loosahatchie Bar Habitat Restoration - Lower MS River
22	Section 14 Red Cuk Creek Streambank Stabilization Project	
23	South Levee Rollback	
24, 25	St. Johns - New Madrid Floodway, MO	

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	26	Village of Dutchtown
	27	West Tennessee PAS Study
	28, 30	White River Navigation Improvement Project
MVN	1, 6	Unspecified
	7	Mississippi River and Atchafalaya Basin Levees
	8	ABFS
	9, 10	Alexandria to Gulf of Mexico Feasibility Study
	11	Amite River & Tributaries, Bayou Manchac
	12	Atchafalaya Basin Floodway System
	13	Atchafalaya Basin Construction
	14	Atchafalaya River and Bayous Boeuf, Black and Chene
	15	Atchafalaya River, Bayous Chene, Boeuf & Black
	16	Atchafalaya River, Bayous Chene, Boeuf & Black
	17	Back Levee Repairs
	18	Bayou Sorrel Boat Landing Project
	19	Beneficial use of dredged material
	20	Berwick Floodwall/Levee System for Mayor Louis Ratcliff
	21	Brownfields - Crowley Mill
	22	Calcasieu
	23	Calcasieu River
	24	Calcasieu River
	25	Calcasieu River And Pass
	26	Calcasieu River And Pass
	27	Calcasieu River Basin Study, General Investigation
	28	CWPPRA
	29	CWPPRA-Venice Ponds MC and Crevasses (EPA co-spons)
	30	Diversion Channel
	31	Donaldsonville to the Gulf
	32	Donaldsonville to the Gulf of Mexico Flood Control Project
	33	Dredge Material Management Plan
	34	East Baton Rouge Parish GIS for Troy Bunch
	35	Environmental Site Assessment Highland Center
	36	EPA Targeted Brownfields Assessments
	37	Flood control improvement project and planning studies in New Orleans area
	38	Gulf Intracoastal Waterway and Port Allen Route
	39	IH-NC, Maintenance Dredging, 2007
	40	Krotz Springs Boat Launch
	41	Lake Pontchartrain and Vicinity, North of Airline, St. Charles Parish HPL
	42	Lakes District Restoration - Baton Rouge
	43	Levee Upgrade in Berwick
	44	Louisiana Coastal Area (LCA) Program
	45	Louisiana CPRA
	46	maintenance dredging of Calcasieu River
	47	Marsh Island TV-14

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	48	Master Plan for Planning and Zoning
	49	McAneny Museum-- Selling a building
	50	Morganza to the Gulf
	51	Myette Point
	52	Myette Point
	53	Phase I Environmental Site Assessment
	54	Planning Assistance to States / Storm-water Planning
	55	Planning, Programs, and Project Mgt. Division
	56	Preliminary Planning and Investigation
	57	Saint Matthew School Community Association Brownfield
	58	SELA
	59	Southwest Coastal Louisiana
	60	Southwest Coastal Louisiana Feasibility Study
	61	Targeted Brownfields Assessment Program
	62	Terrebonne Non-Federal Levee project
	63	THE FRANK'S THEATER
	64	University Lakes
	65	West Bank and Vicinity Hurricane Protection Project
MVP	1	9 Foot Navigation Channel
	2	Ada, MN - Section 205 Feasibility
	3	City of Montevideo Levee Project
	4	Crookston Flood Control Project
	5	Devils Lake Levee
	6	Fargo Emergency Levees
	7	Fargo Moorhead Upstream Study
	8	Fargo Ridgewood Section 205
	9	Fargo-Moorhead & Upstream
	10	Flood Control - Red River of the North - Wahpeton - Stage 2 & 3
	11	FM Reconnaissance Study
	12	Garrison-Kathio, Mille Lacs Sanitary
	13	GF/EGF Flood Control Project
	14	Glidden Water Main
	15	GRAND FORKS & EAST GRAND FORKS FLOOD CONTROL
	16	Jackfish Bay Sewer
	17	Keewatin Water Supply
	18	Lower Minnesota River Model
	19	Minneapolis Upper harbor
	20	Minnehaha Creek Feasibility Study
	21	Operations, Planning, EMP and Natural Resources also RRF
	22	Pool 8 Islands, Phase III, Stage 2A EMP Project
	23	Rapidan Dam and Permits Program
	24	Sanitary Sewer Improvement
	25	Section 154, Namakagon Bridge and other projects
	26	Section 205 Levee

<u>District</u>	<u>Count</u>	<u>Project Name</u>	
MVR	27	Semers Park Sanitary Sewer Project	
	28	South Area Sanitary Sewer Improvements	
	29	Wahpeton and Breckenridge Flood Control Project	
	30	Wastewater Infrastructure Project 2006-031	
	1	Alpine Dam & Keith Creek Feasibility Study	
	2	Birdland and Central Place Levee Improvements	
	3	Coal Creek Bank Stabilization - CEMVR-OD-P2007-438	
	4	Emiquon	
	5	EMP, Operations, Engineering, Planning and the Mississippi River Project	
	6	Flood Damage Reduction Project	
	7	Greenbelt- Fort Dodge	
	8	Illinois River Basin Restoration	
	9	Little Storm Lake Project	
	10	Mad Creek Levee Improvement Project	
	11	Odessa Wildlife Area	
	12	PAS GIS Mapping - Macomb, IL	
13	Planning Assistance to the States - water utility mapping		
14	Raccoon River Redevelopment Project Perry, Iowa		
15	Riverwalk		
16	Time Check Area Flood Study		
MVS	1	Unspecified	
	2	ESL and Vicinity Restoration Project - Various 319 projects	
	3	I-15	
	4	Levee Raise Project	
	5	Lower Meramec Flood Control Project (Valley Park Levee)	
	6	Meredosia Section 205 Flood Control Project (CWIS:179094)	
	7, 8	Multiple Projects	
	9	Numerous- Chesterfield for one.	
	10	Portland Avenue Sewer Separation Project	
	11	Repairs to Melvin Price Lock	
	12	Spunky Bottoms 1135	
	13	Upper Mississippi River Restoration/Navigation Improvements	
	NAB	1	Anacostia River & Tributaries, NW Branch; Great Seneca Creek / Muddy Branch Feasibility Study; Anacostia Watershed Restoration Plan
		2	Anacostia Watershed Restoration Plan; Great Seneca Muddy Branch Watershed
3		Assateague Restoration	
4		Cameron Run Watershed Feasibility Study	
5		Canal/Railroad Bridge	
6		Chesapeake Bay Shore Erosion Study	
7		Edmonston Pumping Station and Levee Restoration/Certification	
8		Four Mile Run Restoration Project	
9		Four Mile Run Stream Restoration Feasibility Study	
10		Halls Station Regional Water Project	
11		Interpersonnel MOA and Standard Operating Procedures	

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	12	Lackawanna River Levee Project
	13	LOWER POTOMAC - ST MARY'S
	14	Moorefield Levee Project (completed)
	15	Numerous
	16	Oyster Restoration
	17	Poplar Island, MidBay Island, Masonville DMCF, Cox Creek DMCF
	18	Preservation of Natural Storage Areas
	19	Railroad Sewer Replacement
	20	Scranton
	21	Scranton Wastewater Treatment Plant Biological Nutrient Removal
	22	Sect 206-Ecosystem Restoration, Dents Run Watershed, Elk County, Pennsylvania
	23	Section 313: Chestnut Ridge
	24	Section 313: Mifflin Township
	25	Section 510: Smith Is / Ewell-Tylerton WW upgrades
	26	Taylor Island Shoreline and Wetland Protection Project
	27	Western Clinton County Water Interconnect Project
	28	Whitney Point Section 1135
	29	Wyoming Valley Levee Raising
NAE	1	Unspecified
	2	General support for navigation in CT
	3, 4	Muddy River Project
	5	Town Pond Environmental Restoration Project
	6	Various Maine Dredging Projects
	7	Various, Allins Cove, Ningrit, Pt. Judith Pond
	8	Various, including SuAsCo, Hop Brook, Merrimack River
NAN	1	Beachfill
	2	Coastal Storm and Flood Damage Reduction Projects
	3	Green Brook Flood Reduction Project
	4	Improvements - South Branch, Rahway River
	5	Jackson Brook
	6	Marlboro Watersheds Restoration
	7	New Jersey Coastal Projects
	8	NJ Flood Control Projects
	9	NY/NJ Harbor Deepening Project
	10, 11	Preservation of Natural Flood Storage Areas
	12	Rahway River Flood Damage Reduction & Ecosystem Restoration
	13	Seawall Repair
	14	Shrewsbury River Flood Control Project
	15	Troymeadows Acquisition
	16	Various - Flood Control, Shore Protection, Inlet Dredging
NAO	1	Bath County Pumped Storage Station (Environmental)
	2	Chesapeake Bay Non-Native Oyster EIS
	3	Chesapeake Bay Oyster EIS (Maryland and Virginia)

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	4	Chincoteague
	5	Chowan River Basin Comprehensive Reconnaissance Initiative
	6	College Lake Environmental Restoration (Section 206)
	7	Craney Island Eastward Expansion
	8	Deep Creek AIW Bridge (Design Phase)
	9	Dismal Swamp feasibility study
	10	Dredging @ USCG SFO Eastern Shore (Chincoteague)
	11	Elizabeth River and Lynnhaven River Environmental Restoration
	12	Embrey Dam Removal (Environmental Restoration)
	13	Environmental Impact Statement- Ariakensis
	14	Experiments Using Triploid Crassostrea in Virginia
	15	Gathright
	16	Great Dismal Swamp NWR
	17	Hampton
	18, 19	James River Navigation Channel Projects
	20	Lynnhaven River Restoration Study
	21	Multiple
	22	Native Oyster Restoration
	23	Newport News Creek
	24, 26	Norfolk Harbor and Channels Project (NIT Cost Sharing Effort)
	27	O&M Program (Navigation Business Line)
	28	Ongoing Support (New Point Comfort, etc.)
	29	Rappahannock County Riparian Buffer Study
	30	Section 22 Program
	31	Stormwater Master Plan
	32	Submerged Aquatic Vegetation Restoration Research in Chesapeake Bay
	33	Submerged Aquatic Vegetation Restoration- Seaside of Virginia's Eastern Shore
	34	VA Hurricane Evacuation Study
	35	Various
	36	Village of Oyster, Virginia Environmental Restoration (Section 1135)
	37	Wallsop Flight Facility Shoreline Stabilization Project
NAP	1	Unspecified
	2	Delaware Coast Projects
	3	DuPont Chambers Works FUSRAP
	4	Storm Damage Reduction Program
NWK	1	Big Muddy National Fish and Wildlife Refuge
	2	Blacksnake Creek, Section 205 Feasibility Design
	3	Blue River Basin (Dodson)
	4	Blue River Channel Modification
	5	Blue Springs Lake Wetland Mitigation Bank
	6	Brush Creek - Prospect & Woodland Reaches
	7	Brush Creek Basin, Kansas and Missouri
	8	Hiking Trails: North Shore, Latham, Coon Creek, Sanders Mound

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	9	Kansas City Riverfront, Section 1135 Ecosystem Restoration Project
	10, 11	Kansas City Levee Program
	12	KANSAS CITY'S LEVEES MISSOURI AND KANSAS FEASIBILITY STUDY
	13	Kansas River Water Resources Study, Planning Assistance to States
	14	Lake Contrary Restoration Project
	15	Loder Point Wetland Project @ Kanopolis
	16	Manhattan Kansas Levee Sec 216 Feasibility
	17	Melvern Walleye Pond
	18	Missouri River Fish and Wildlife Recovery Project
	19	Missouri Stream Gauging Program, 2D Hydraulic Modeling for HAMP
	20	Mo River Mitigation Project
	21	MRLS Units R471-460 & L-455, Feasibility Study
	22	Pomme de Terre Lake Missouri
	23	Pomona WRAPS
	24	R471-460
	25	Rathbun Lake (various projects)
	26	Rathbun South Fork 1135
	27	Riverfront Development
	28	Rock Creek Watershed Study under the Planning Assistance to States Program
	29	Smithville Lake Ecosystem Restoration (1135)
	30	Swope Park Industrial
	31	Topeka Levees Feasibility Study
	32, 33	Turkey Creek Flood Control Project
NWO	1	Akron Streambank Erosion
	2	Allen Creek on 235th St, Willow Cr. on 194th St.& Willow on Panora Ave.
	3	Antelope Creek Flood Reduction Project
	4	Big Sioux River Flood Study
	5	Cache La Poudre, Greeley, CO
	6	Chatfield - Recreation Mod. Cost Share Project
	7	Chatfield Reservoir Reallocation Project
	8	Cherry Creek - Recreation Mod. Cost Share 05-07
	9	Construction of a new wastewater treatment plant
	10	Countywide Digital Flood Insurance Rate Maps
	11	Crystal Lake
	12	Cumulative Impact Study for the Lower Platte River
	13	Flood Control Project Big Sioux River and Skunk Creek
	14	Goose Creek flood control project - sec 22
	15	Goose Creek Restoration
	16	HERON HAVEN
	17	James River EIS/Feasibility Study
	18	Lewistown Collection System Improvements 2005
	19	Lower Boulder Creek Restoration
	20	LOWER DECATUR BEND

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	21	Lower Yellowstone - Intake ESA Compliance
	22	'Middle Logan Creek, Randolph, Nebraska -- Section 205 FS'
	23	Missouri River fish and Wildlife Mitigation
	24	Missouri River Floodway Data Development
	25	Missouri River Recovery
	26	Missouri River Restoration Act, Title VII
	27	PAS-IA-Missouri Valley
	28	Prison Farm Project
	29	Sec 205 Study
	30	Section 14 project along Nishnabotna River in Mills County Iowa
	31	Van Bibber
	32	Western Sarpy/Clear Creek Flood Reduction Project
	33	Wood River Flood Control Project
	34, 35	Yellowstone River Cumulative Effects Study; Intake Diversion Dam Fish Passage
NWP	1, 6	Unspecified
	7	Columbia River Channel Improvement Project
	8	Columbia River Estuary Ecosystem Restoration Study
	9	Coos Bay, Sec. 203
	10	Depoe Bay Harbor
	11	Ione Reef Protection Fender Condition Assessment Project
	12	Levee and Drainage District
	13	Lower Amazon, Delta Ponds, and Metro Waterways GI
	14	Lower Willamette Ecosystem Restoration/Environmental Dredging Project
	15	Medford Flood Insurance Update
	16	Mill Race Restoration
	17	Ochoco Creek Flood Study
	18	Sandy River Delta Restoration
	19	Spirit lake tunnel
	20	SRS North Fork Toutle River
NWS	1	Unspecified
	2	2006 Skagit River flood damage repairs
	3	Chehalis River Navigational Project
	4	Elliott Bay Seawall Feasibility Study
	5	Job No. SKA-1-07
	6	Lake Meridian Outlet and Riverview Park
	7	Lake Washington General Investigation and Beer Sheva/Mapes Creek
	8	Levee Rehabs
	9	Libby Dam
	10	MULTIPLE; DUWAMISH GREEN ERP IN PARTICULAR; OTHER GI'S; REGULATORY COORD.
	11	PL 84-99
	12	PL84-99 levee rehabilitation program
	13	PL84-99 work from 2006 event

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	14	Qwuloolt Restoration
	15	Sewer Lagoon Levee enhancement
	16	Shoalwater Bay Shoreline Erosion, Washington
	17	Skokomish General Investigation
	18	SMITH ISLAND/UNION SLOUGH RESTORATION PROJECT
	19	Snohomish River Navigation Channel
	20	Swinomish Channel Dredging
	21	water-well project
	22	Woodard Bay Aquatic Assessment
NWW	1	Barge Slip at Port of Benton
	2	Chiawana Park Lease
	3	Driggs Idaho Waste Water Treatment Study
	4	Idaho Flood, Water Supply , Environ. Rest. Project
	5	Ladd Marsh Stream Relocation and Ecosystem Restoration Project
	6	Rupert Wastewater Treatment Plant Phase 1
	7	Rural Water Supply, Section 595 project, Idaho
	8	Sewer line Easement
	9, 10	Snake Navigation Lock repairs, Channel Maintenance
POA	1, 2	
	3	Bank Stabilization
	4	Cape Nome Jetty/Dock, DR-1571 Project Worksheet 119
	5	Chena Flood Control Project
	6	DeLong Mountain Port Navigation Improvements
	7	False Pass Boat Harbor
	8	Haines Small Boat Harbor
	9	Heritage Harbor
	10	Homer Navigation Improvements
	11	Kivalina Erosion Project
	12	Mat-Su Watershed Study
	13	Navigation Improvements, Valdez Alaska
	14	Port Graham Harbor Study
	15	Sand Point Harbor
	16	Unalaska Navigation Improvements
POH	1, 2	Unspecified
	3	Iao FCP, Kahoma FCP, Kaunakakai FCP
	4	Iao, Kahoma and Molokai Flood Control Projects
	5	Kahoma Stream
	6	Kaumalapau Harbor Breakwater Repair, KBPH Modification, etc.
	7, 8	Various
	9	Various CW & IIS
	10	Various CW projects
	11	Wailupe Flood Control/Kahuku Flood Control
SAC	1	Unspecified
	2	Beach Renourishment

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	3	Charleston Naval Base Container Terminal EIS
	4	Dredging of Navy Channel & spoil area ditching work
	5	Folly Beach Renourishment Projects
	6, 7	Lake Marion Regional Water System
	8	McClellanville dredging
	9, 10	Misc.
	11	Morris Island Erosion Protection Charleston SC
	12	Morris Island Lighthouse project
	13, 14	MOX Fuel Fabrication Project
	15, 16	Myrtle Beach Shore Protection & Storm Damage Reduction - Reach 1
	17	NA
	18	Pocotaligo Reclamation
	19	Security Fence
	20	Security Upgrades
	21	Shore Protection Project
	22	St. Petersburg MALSR Site Stabilization Project
	23	Tritium Support Building
	24	Various
	25	Waccamaw River Flood Study
SAJ	1, 2	Unspecified
	3	Big Fishweir Creek
	4	Broward County Shore Protection Project
	5	Captiva Island, Beach Renourishment Project, Lee County, Florida
	6	Construction of Box Culvert, Bechara, Puerto Nuevo, San Juan, Puerto Rico
	7	Duval County Shore Protection Project
	8	ETDM Program
	9	ETDM/Regulatory Permitting
	10	FDOT Transportation Projects - environmental permits
	11	Jacksonville Harbor
	12	Lake Worth Inlet / Palm Beach Harbor
	13	Lee County SPP - Gasparilla Island Segment
	14	Phase 2 dredging
	15	Segment 1 GRR
	16	St Augustine Shore Protection and St Johns Feasibility Study
	17	Various Permits
SAM	1, 5	Unspecified
	6	Allatoona, Buford, Carters, R.F. Henry, Millers Ferry, Walter F. George, West Point
	7	Allatoona/Upper Etowah River Comprehensive Watershed Project
	8	BLACK WARRIOR TOMBIGBEE
	9	Chattahoochee Restoration Project
	10	Coden & Shell Belt Road Seawall Hurricane Katrina Repairs Mobile County
	11	CSO Flood Mapping
	12	CSO Project

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	13	East Fork Tombigbee River, MS
	14	Flat Creek ERR
	15	Flood Damage to Sawashee Creek
	16	Graveline Bayou bulkhead
	17, 18	Harrison County Beach Renourishment Project
	19	Indian, Sugar, Intrenchment and Snapfinger Creek Watershed Study
	20	Lake Lanier
	21	Little River, GA
	22	Mississippi Coastal Improvement Program (MSCIP)
	23	Mobile Harbor
	24	Mobile USACA District
	25	MSCIP
	26	Multiple
	27	Okatibbee Water Park
	28, 29	Panama City Beaches Shore Protection Project
	30	Pascagoula Bch Blvd Hurricane & Storm Damage Reduction & Ecosystem Restoration
	31	Pascagoula Beach Restoration
	32	Planning Assistance Agreement
	33	Port of Pascagoula
	34	Regional Sediment Management Program
	35, 36	Shearwater Bridge
	37	SR193 Seawall (rip-rap repairs)
	38	Survey
	39	Upper Bayou Cassote
	40	Various - Perdido Pass
	41	Walton County Shore Protection and Storm Damage Reduction Project
	42	West Fork Little River
	43	West Point Lake
SAS	1, 2	Unspecified
	3	2008-2009 Beach Renourishment and the Channel Impacts Study
	4	Augusta Regional Flood Feasibility Project
	5	Beach renourishment
	6	Brunswick Harbor
	7	Cockspur Island Lighthouse
	8	Cockspur Lighthouse Shore Protection
	9	Corps Customer Survey
	10	Economic Impact Study - Lake Hartwell
	11, 13	Emergency Response
	14	Flood Hazard Analysis
	15	GIS Mapping
	16	Hartwell
	17	Hartwell, Richard B. Russell, and J. Strom Thurmond Dams
	18	Jackson Creek Gwinette County, GA Section 206 Ecosystem Restoration
	19	Lower Savannah River Environmental Restoration

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	20, 21	Macon Levee
	22	Macon Levee
	23	Multiple Projects for Augusta-Richmond County
	24	New Savannah Lock and Dam
	25	Regulatory; Planning - Federal navigation projects
	26	Remediation of Broadway Lake Dam
	27, 28	Savannah Harbor, Brunswick Harbor, AIWW (Ga. section) Savannah Hbr Exp. Proj., Brunswick Hbr Deepening Proj, Savh & Brunswick
	29	O&M
	30	Savannah Harbor O&M
	31	SECTION 401 WATER QUALITY CERTIFICATION
	32	SHEP and Brunswick Harbor Deepening
	33	State Department of Natural Resources
	34	Thurmond Dam
	35	Turkey Creek
SAW	1, 30	Unspecified
	31	Wilmington Harbor GRR (Note: second survey will address Drought issues)
	32	2007 CECW Survey
	33	2007 Dredging of Walter Slough and Environs
	34	AIWW Dredging Project - Tangent B
	35	All Navigation & Shore Protection
	36	All Roanoke River Basin Projects
	37, 39	Beach Renourishment
	40	Bogue Banks Shore Protection Project / Bogue Inlet Navigation Dredging
	41	Bogue Inlet
	42	Brunswick Beaches GRR
	43	Brunswick Co. Beaches
	44	Bulkhead Channel
	45	BULKHEAD CHANNEL, TAYLOR'S CREEK, GALLANT'S CHANNEL
	46	Cape Fear
	47	Cashie Project - Windsor
	48	Chadbourn Stormwater Study
	49	City of New Bern Stormwater Study
	50	Cooperative Observing Program
	51, 52	Customer Survey
	53	Dare County erosion abatement and shoreline protection project
	54	Drought in NC
	55	Drought Issues (note: this is the 2nd of two surveys submitted by Mr. Wynne)
	56	Harkers Island Shoreline Stabilization
	57	Hatteras (Rollinson Channel)
	58	JH Kerr Interim Operations Change Pilot Project
	59	John H Kerr Reservoir
	60	Jordan Dam Hydro Project
	61	Kerr and Philpott Dams
	62	Kerr Scott

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	63	Kerr-Philpott
	64	Long Term Permit and Emergency Dredging @ USCG Sta Emerald Isle
	65, 66	Maintenance Dredging
	67	Mecklenburg Power Station
	68	Misc Projects/ Stoney Creek
	69	Nags Head beach nourishment project
	70	Numerous all in Bogue Banks area
	71	Philpott 216
	72	Princeville Dike
	73	Roanoke River 216, Kerr Dam Operations
	74	Roanoke River Flood Reduction Project
	75	Roanoke River Flood Reduction Project
	76	Roanoke River Sustainable Rivers Project
	77	Surf City/North Topsail Beach Feasibility study
	78	SURF CITY/NORTH TOPSAIL BEACH SHORE PROTECTION PROJECT
	79	Surf City/North Topsail Shore Protection Project
	80	Wilmington Harbor
	81	Wilmington Harbor Channel Maintenance
	82	WILMINGTON HARBOR DEEPENING PROJECT
	83	Wilmington Harbor Deepening, O&M, Harbor dredging, and the proposed North Carolina International Terminal, Wilmington Harbor
	84	Wrightsville, Carolins (Kure) Beach Renourishment, AIWW, Wilmington Harbor
SPA	1	Unspecified
	2	Arroyo Project
	3	Arsenic Removal at wells 9, 13, 12, and 10
	4	Arsenic Treatment Project-Wells 3& 4
	5	Eunice Water Storage Tank
	6	Forgotten Rivers and Interstate Compacts
	7	Little Puerco Flood Control Dam
	8	Lovington Wastewater System Improvements, Section 595 project
	9	Middle Rio Grande Projects
	10	MOU IBM 92-21, IWO No. 31
	11	Sanitary Sewer Project
	12	Section 206 Aquatic Ecosystem Restoration
	13, 14	Various Projects
	15	South Channel Phase IV South Interconnecting Channel (ICC)
	16	URGWOP, Espanola General Investigation
SPK	1	4500 West Sewer Outfall Line Phases 1 and 2
	2	CalFed Horseshoe Bend
	3	Churchill County, Nevada Waste Water Project
	4	Deep Well Water Supply Project, Blanding City, San Juan County
	5	Downtown Guadalupe
	6	Dry Canyon Watershed Improvements

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	7	East Loomis Basin Canal Efficiency Study
	8	Effluent Export Pipeline
	9	Farmington Groundwater Recharge & Seasonal Habitat Program
	10	Folsom Bridge Project
	11	Jackson Flat Reservoir
	12	Lake Davis Water Treatment Plant
	13	Lake Tahoe Assistance
	14	Lower Walnut Creek
	15	M & S Water Storage Facility
	16	Mantua Well
	17	Meter Retrofit Materials Purchase
	18	Napa Flood Protection Project
	19	New Hogan Dam Operations / Cosgrove Creek Flood Control / WDRA
	20	Phase II and Phase III Reservoir Lining Project
	21, 22	Raw Water Intake Extension Project
	23	SDSRP & SREP
	24	Secondary Clarifier Project - Reservoir Lining Phase II
	25	Sewer Upgrade
	26	Sutter Basin Feasibility Study
	27	Tahoe Basin
	28	Tehama Elevation 205 Project
	29	Terminus Dam, Kaweah River, California
	30	Various - all related to Lake Tahoe
	31, 33	Various Projects
	34	Wastewater Treatment Plant Improvement
	35	Yuba Basin and others
SPL	1	Big Bear Lake Environmental Restoration Feasibility Study
	2	Big Chino Wash and Williamson Valley Wash
	3	Bull Creek Channel Ecosystem Restoration
	4	Chula Vista Channel Flood Control Project
	5	City of Inglewood Water Treatment Plant Design - WRDA 219(c) Program
	6	Coast of California Storm and Tidal Wave Study + Section 227 Oil Pier Project
	7	Coastal Treatment Plant Access Bridge Protection
	8	Colorado Lagoon Restoration Project
	9	Comprehensive Wastewater Master Plan
	10	Encinitas Solana Beach Shoreline Feasibility Study
	11	English Creek Aquatic Restoration Project
	12	Hansen Dam
	13	Harbor Maintenance Dredging
	14	LA River Revitalization Master Plan/Ecosystem Restoration Feasibility Study
	15	Los Angeles River Estuary , and Peninsula Beach Erosion Feasibility Study
	16, 17	Main Channel Deepening
	18	Maintenance Dredging
	19	Marina del Rey

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	20	Matilija Dam Ecosystem Restoration/Santa Clara Watershed Feasability Study
	21	Navajo Nations
	22	Ocean Shoreline Protection
	23	Perris II Desalter Brine Line & Brine Line Corridor Study
	24	Rillito Riparian Ecosystem Restoration Project
	25	Rio de Flag Flood Control
	26, 27	Rio Salado Environmental Restoration
	28	San Clemente Shoreline Feasibility Study
	29	Santa Ana River Mainstem
	30	Santa Cruz River
	31	Searchlight Water and Wastewater Systems Improvements Project
	32	Sepulveda Basin
	33	Sulphur Creek Ecosystem Restoration Project
	34	Tres Rios
	35	Trilby Wash, Tres Rios
	36	Tropicana & Flamingo Washes Project
	37, 38	Tucson Drainage
	39, 40	Various
	41	Various Repair & Alteration
	42	Ventura Harbor
	43	Whitewater River Flood Control Project
SPN	1	Unspecified
	2	Arroyo Las Positas Ecosystem Restoration; Arroyo Mocho Ecosystem Restoration
	3	Corte Madera Creek Flood Control
	4	Estudillo Canal Feasibility Study
	5	JF Baldwin Channel completion
	6	Laguna Creek Feasibility Study
	7	Maintenance Dredging / jetty repair
	8	Maltester (San Leandro) channel Dredging
	9	Napa River Salt Marsh, South SF Bay Shoreline, Hamilton/Bel Marin Keys
	10	Noyo Harbor
	11	Oakland Harbor Navigation Improvement (-50 Foot) Project
	12	Richmond Harbor Maintenance Dredging
	13	Sacramento River Deep Water Ship Channel
	14	San Pablo Bay Watershed Study
	15	Santa Rosa Creek Ecosystem Feasibility Study
	16, 17	Upper Guadalupe River
	18	Upper Llagas Creek Flood Protection project
	19	White Slough
SWF	1, 2	Benbrook Lake
	3	Central City
	4	Central City Project / Riverside Oxbow
	5	Cibolo Creek Watershed Feasibility Study

District	Count	Project Name
	6	City of Lufkin Sam Rayburn Water Supply Project
	7	CUSTOMER O&M FUNDING; HYDROPOWER OPERATIONS
	8	El Centro BPS Sector H.Q.
	9	Farmers Branch Flood Damage Reduction
	10	Lake Lavon Operations, Review of Mitigation Area Stonebridge Ranch
	11	LAKE O' THE PINES
	12	Middle Brazos Systems Assessment IFS
	13	Mission Reach Ecosystem Restoration and Recreation Project
	14	MR ERR
	15	Nokomis Road Bridge
	16	Nueces River Basin Feasibility Study
	17	O&M budgets- Bardwell Lake, Joe Pool Lake, Navarro Mills Lake
	18	O.C. Fisher Basin Restoration, O.C. Fisher O&M water contract
	19	Proctor Lake
	20	Rio Grande Basin @ Chacon Creek Feasibility Study
	21	Sam Rayburn Dam & Reservoir
	22	Trinity
	23	Upper Trinity River Feasibility Study
	24	USACE-Lower Colorado River Phase I
	25	Various
	26	Wetlands
	27	WWTP, Meridian
SWG	1, 5	
	6	Beneficial Use of Dredged Material from Gulf Intracoastal Waterway Rollover Bay Reach
	7	Brays Bayou Flood Control Project
	8	Brazos Island Harbor - Feasibility Study
	9	Brazos Island Harbor - Operations & Maintenance Dredging
	10	Cedar Bayou Navigation Channel Improvement Project
	11	Channel to Victoria
	12	Chocolate Bayou Dredging Project
	13	Clear Creek, Greens Bayou
	14	Galveston District
	15	Galveston Harbor Channel Maintenance and Galveston Harbor Deepening
	16	Gulf Intracoastal Waterway and Tributaries
	17	Houston-Galveston Navigation Channel & Houston Ship Channel O&M
	18	Hunting Bayou Federal Flood Control Project
	19	Matagorda Ship Channel
	20	N/A - project review agency
	21	Palacios Boat Channel
	22, 23	Sabine Pass to Galveston Feasibility Study
	24	Sabine-Neches Waterway
	25	Sims Bayou
	26	Texas City 45 ft Channel

<u>District</u>	<u>Count</u>	<u>Project Name</u>
	27	Texas City Ship Channel
	28	The Arroyo Colorado
	29	Trinity River and Tributaries; Cedar Bayou Channel
	30	USACE Lower Colorado River Phase 1
SWL	1, 2	Unspecified
	3	A number of studies (SW Arkansas Study) and O&M lake projects
	4	Architectural Services
	5	Arkansas/White River Cutoff
	6	Batesville Wastewater Section 14
	7	Bull Shoals Nursery Pond
	8	Fourche Bottoms
	9	Groundwater Withdrawals Ozark Aquifer Hydrologic Study
	10	High School Branch - Hickory Creek Watershed
	11	HYDROPOWER CUSTOMER FUNDING; WATER REALLOCATIONS; WHITE RIVER MINIMUM FLOWS; HYDROPOWER / WATER CONTROL OPERATIONS
	12	May Branch
	13, 14	McClellan-Kerr Arkansas River Navigation System
	15	MKARNS Navigation Improvement
	16	MPLD
	17	Reallocation of Storage in Lake Ouachita & Greers Ferry Lake
	18	Red River Emergency streambank repair
	19	Renovation of Drury House at Bull Shoals Field Station
	20	Southwest Arkansas Water District - Millwood Lake, Little River Co. AR
	21	Stone/Taney Counties Groundwater Project
	22	Town Branch, Newark, Arkansas, Sec 205
SWT	1	All Studies and Projects in Red River Valley
	2	Arkansas River Corridor Study - Phase 3
	3	John Redmond Reservoir Feasibility Study
	4	Lake Kemp
	5, 6	McCellan-Kerr Arkansas River Navigation System
	7	MKARNS 12' CHANNEL
	8, 10	Multiple
	11	OK Water Plan
	12	Planning Assistance to States Program
	13	Red River Chloride Control Project
	14	RRCC, Elm Creek
	15	Tar Creek
	16	Veridigis River Feasibility and Eucha/Spavinaw Feasibility Studies

APPENDIX C

Statistical Details

Table C-1: Survey Items – Details

	Items	Very Low		Low		Neutral		High		Very high		Total	
		#	%	#	%	#	%	#	%	#	%	#	%
S1	Customer Focus	15	1.4	32	3.0	66	6.3	384	36.4	559	52.9	1056	100.0
S2	Listening to My Needs	8	0.8	22	2.1	48	4.5	350	33.2	627	59.4	1055	100.0
S3	Reliability	23	2.2	62	5.9	93	8.9	342	32.6	530	50.5	1050	100.0
S4	Treats Me as Team Member	8	0.8	17	1.6	58	5.5	274	26.2	689	65.9	1046	100.0
S5	Flexible to My Needs	17	1.6	36	3.4	106	10.2	358	34.3	527	50.5	1044	100.0
S6	Quality Products	14	1.4	34	3.4	86	8.6	396	39.5	473	47.2	1003	100.0
S7	Satisfying My Requirements	12	1.2	30	3.0	93	9.4	362	36.4	497	50.0	994	100.0
S8	Responsiveness	14	1.3	27	2.6	63	6.0	289	27.6	656	62.5	1049	100.0
S9	Technical Competency	7	0.7	9	0.9	43	4.1	316	30.3	669	64.1	1044	100.0
S10	Managing Effectively	18	1.8	56	5.5	95	9.3	342	33.5	511	50.0	1022	100.0
S11	Timely Service	31	3.0	96	9.3	147	14.2	380	36.7	382	36.9	1036	100.0
S12	Meets My Schedule	33	3.2	89	8.7	154	15.1	375	36.8	367	36.1	1018	100.0
S13	Financial Info	9	1.0	43	4.9	115	13.0	380	42.9	338	38.2	885	100.0
S14	Cost of Services	15	1.7	84	9.6	205	23.5	328	37.6	241	27.6	873	100.0
S15	Focus on My Budget	14	1.6	34	3.9	133	15.2	358	41.0	334	38.3	873	100.0
S16	Keeps Me Informed	20	1.9	40	3.8	90	8.6	355	33.8	546	52.0	1051	100.0
S17	Corps' Documents	10	1.0	21	2.1	72	7.1	420	41.6	487	48.2	1010	100.0
S18	Corps' Correspondence	10	1.0	12	1.2	80	7.7	447	43.1	487	47.0	1036	100.0
S19	Notifies Me of Problems	20	2.0	30	3.0	87	8.6	345	34.3	524	52.1	1006	100.0
S20	Timeliness Addressing Problems	18	1.8	57	5.7	101	10.0	384	38.1	447	44.4	1007	100.0
S21	Problem Resolution	24	2.4	41	4.0	99	9.8	413	40.8	436	43.0	1013	100.0
S22	Overall Satisfaction	14	1.3	46	4.4	75	7.1	392	37.4	522	49.8	1049	100.0
S23	I Recommend the Corps	14	1.4	27	2.7	122	12.1	329	32.5	520	51.4	1012	100.0
S24	My Choice for Future Work	15	1.5	31	3.2	155	15.8	309	31.5	471	48.0	981	100.0

Table C-2: Mean Satisfaction Scores by Service Area

<u>Satisfaction Scale</u>		<u>EM</u>	<u>ENVIR</u>	<u>Flood Control</u>	<u>HYDRO</u>	<u>NAV</u>	<u>REC</u>	<u>REG</u>	<u>WQual / Supply</u>	<u>Other</u>	<u>Total</u>
INDEX	Mean	4.04	4.30	4.19	4.25	4.31	4.16	3.96	4.42	4.23	4.26
	N	17	303	327	16	189	22	10	87	86	1057
Attitude	Mean	4.00	4.42	4.32	4.26	4.45	4.29	3.99	4.52	4.37	4.38
	N	17	303	326	16	189	22	10	87	86	1056
Services	Mean	4.31	4.37	4.21	4.27	4.32	4.29	4.06	4.45	4.20	4.30
	N	16	295	317	13	186	21	9	82	83	1022
Staff	Mean	4.25	4.43	4.38	4.34	4.50	4.38	4.13	4.57	4.36	4.43
	N	17	301	326	16	188	22	10	87	86	1053
Timeliness	Mean	3.72	3.98	3.82	4.21	3.98	3.75	3.70	4.17	4.01	3.94
	N	16	300	322	14	187	22	10	84	84	1039
Cost	Mean	4.01	4.06	3.94	3.77	3.99	3.50	4.26	4.26	4.01	4.01
	N	15	264	305	10	158	19	8	80	77	936
Communication	Mean	3.92	4.36	4.28	4.19	4.38	4.32	4.02	4.45	4.27	4.33
	N	17	302	324	16	187	22	10	87	86	1051
Problem	Mean	3.99	4.29	4.14	4.19	4.23	4.08	3.93	4.38	4.25	4.22
	N	16	296	317	16	186	21	10	84	84	1030
Overall	Mean	4.16	4.29	4.21	4.26	4.31	4.10	3.97	4.41	4.17	4.26
	N	17	301	323	16	189	21	10	86	86	1049

Table C-3: Mean Satisfaction Scores by Phase

<u>Satisfaction Scale</u>		<u>Recon</u>	<u>Feas</u>	<u>PE&D</u>	<u>Construct</u>	<u>O&M</u>	<u>Other</u>	<u>Total</u>
INDEX	Mean	4.30	4.17	4.30	4.28	4.37	4.13	4.26
	N	42	299	150	334	181	51	1057
Attitude	Mean	4.46	4.31	4.41	4.40	4.46	4.24	4.38
	N	42	298	150	334	181	51	1056
Services	Mean	4.32	4.16	4.45	4.32	4.36	4.20	4.30
	N	41	286	143	331	172	49	1022
Staff	Mean	4.41	4.37	4.47	4.41	4.55	4.28	4.43
	N	41	298	149	333	181	51	1053
Timeliness	Mean	3.90	3.76	3.98	3.99	4.14	3.88	3.94
	N	41	291	148	333	176	50	1039
Cost	Mean	4.12	3.91	4.08	4.02	4.11	3.89	4.01
	N	38	263	142	311	141	41	936
Communication	Mean	4.37	4.25	4.39	4.32	4.45	4.18	4.33
	N	41	298	149	332	180	51	1051
Problem	Mean	4.17	4.15	4.29	4.26	4.30	4.02	4.22
	N	41	284	147	332	176	50	1030
Overall	Mean	4.30	4.18	4.31	4.28	4.34	4.14	4.26
	N	42	297	148	334	179	49	1049

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

Table C-4: Mean Satisfaction Scores by Survey Year⁸

<u>Scale</u>		<u>2006</u>	<u>2007</u>	<u>Total</u>
Attitude	Mean	4.33	4.38	4.36
	N	751	1058	1809
Services	Mean	4.27	4.29	4.29
	N	714	1024	1738
Staff	Mean	4.41	4.43	4.42
	N	752	1055	1807
Timeliness	Mean	3.90	3.94	3.92
	N	742	1041	1783
Cost	Mean	3.91	4.01	3.97
	N	639	938	1577
Communication	Mean	4.29	4.33	4.31
	N	751	1053	1804
Overall	Mean	4.20	4.26	4.23
	N	749	1051	1800
Index	Mean	4.22	4.26	4.24
	N	753	1059	1812

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

Table C-5: Mean Item Scores by Survey Year⁹

<u>Survey Item</u> ¹⁰		<u>2006</u>	<u>2007</u>	<u>Total</u>
S1 Customer Focus	Mean	4.31	4.36	4.34
	N	725	1056	1781
S2 Listening to My Needs	Mean	4.43	4.48	4.46
	N	731	1055	1786
S3 Reliability	Mean	4.16	4.23	4.20
	N	719	1050	1769
S4 Treats Me as Team Member	Mean	4.53	4.55	4.54
	N	740	1046	1786
S5 Flexible to My Needs	Mean	4.23	4.29	4.26
	N	732	1044	1776
S6 Quality Products	Mean	4.24	4.28	4.26
	N	706	1003	1709
S7 Satisfying My Requirements	Mean	4.32	4.31	4.31
	N	689	994	1683
S8 Responsiveness	Mean	4.45	4.47	4.46
	N	749	1049	1798
S9 Technical Competency	Mean	4.53	4.56	4.55
	N	743	1044	1787
S10 Managing Effectively	Mean	4.24	4.24	4.24
	N	716	1022	1738
S12 Meets My Schedule	Mean	3.80	3.94	3.88
	N	716	1018	1734
S13 Financial Info	Mean	4.04	4.12	4.09
	N	573	885	1458
S14 Cost of Services	Mean	3.68	3.80	3.75
	N	597	873	1470
S15 Focus on My Budget	Mean	4.00	4.10	4.06
	N	580	873	1453
S16 Keeps Me Informed	Mean	4.29	4.30	4.30
	N	746	1051	1797
S17 Corps' Documents	Mean	4.27	4.34	4.31
	N	582	1010	1592
S18 Corps' Correspondence	Mean	4.35	4.34	4.35
	N	703	1036	1739
S22 Overall Satisfaction	Mean	4.20	4.30	4.26
	N	738	1049	1787
S23 I Recommend the Corps	Mean	4.24	4.30	4.27
	N	682	1012	1694
S24 My Choice for Future Work	Mean	4.13	4.21	4.18
	N	686	981	1667

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

¹⁰ Item 11 changed & Problem Solving items (S19-21) added in 2007 Survey

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