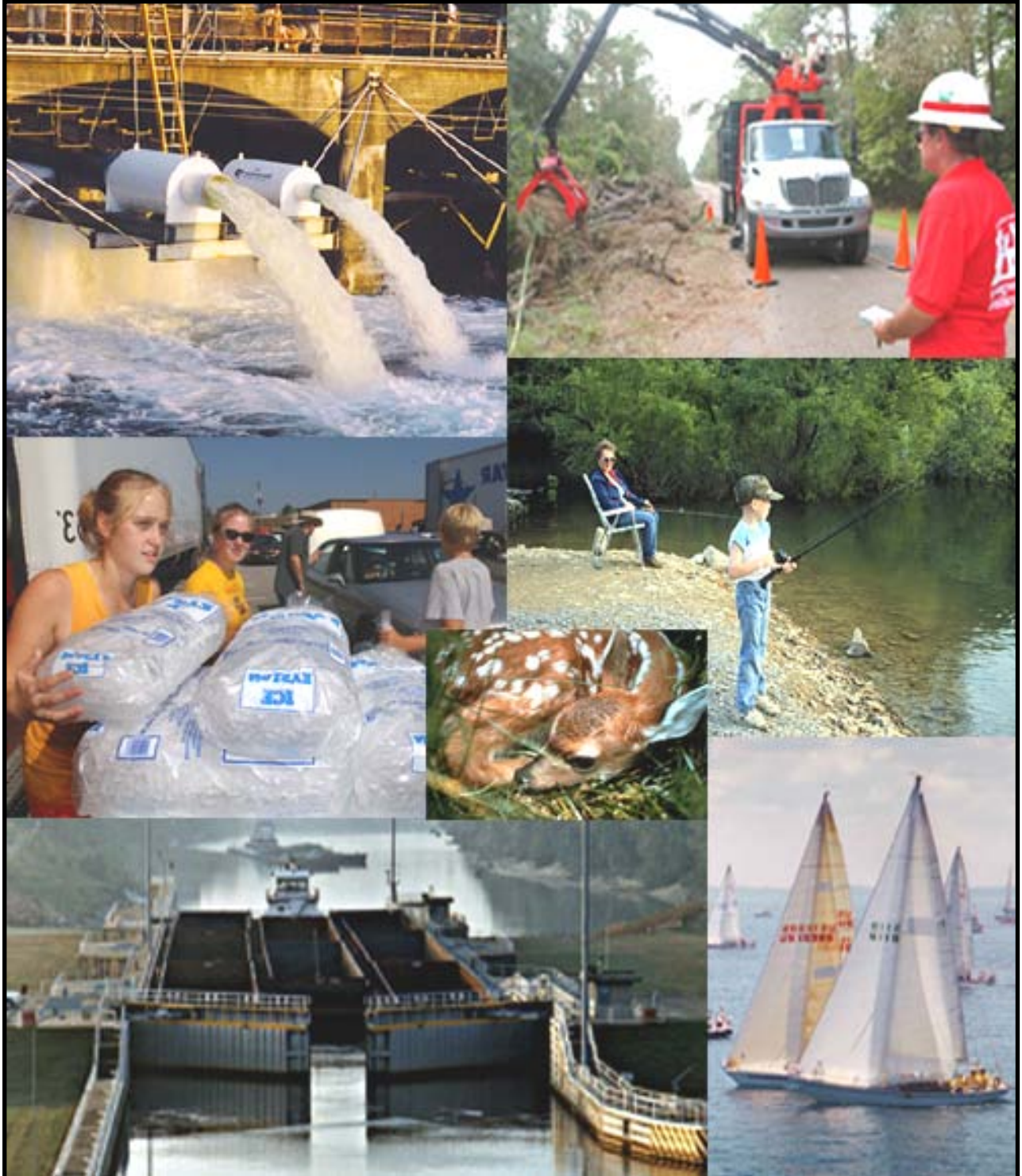




US Army Corps
of Engineers

2011 CIVIL WORKS PROGRAMS CUSTOMER SATISFACTION SURVEY



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USACE Organization Symbols¹

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

¹ Organizations participating in 2011 Survey highlighted.

EXECUTIVE SUMMARY

The sixth annual Civil Works Programs Customer Satisfaction Survey has been completed. The CECW Survey population was expanded last year to include stakeholder agencies in addition to 'traditional' customers. A total of 1,835 responses were received in the 2011 survey. The Corps-wide response rate was 62 percent. Approximately one third of customers can be classified as stakeholders.

Environmental customers comprise the largest proportion of the 2011 sample at 27 percent followed by Flood/Storm Damage Reduction (26%), Navigation (16%), Emergency Management (8%) and Water Quality/Supply customers (6%). The proportion of customers in the other business lines was six percent or less each. Nearly half of the 101 responses categorized as 'Other' were from IIS (Interagency & International Support) or 'Planning Assistance to States' program customers.

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

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

All scale means this year were 'Green' (mean score ≥ 4.00). The mean Composite score was 4.34². The highest rated area was Staff services at 4.50. The highest rated items were 'Technical Competency' at 94 percent high ratings and 'Listening to My Needs' and 'Responsiveness' at 93 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Meets My Schedule' at nine percent low ratings and 'Timely Services' and 'Cost of Services' at eight percent low ratings each. Three items are 'bottom line' indicators of customer satisfaction. They are 'Your Overall Customer Satisfaction', 'Would Recommend the Corps' and 'Would be Your Choice for Future Services'. These items received at least 83% satisfactory ratings while only three to four percent of customers provided low ratings.

Customers may provide comments on each service area as well as provide general comments concerning Corps services. The items 'Responsiveness' and 'Overall Satisfaction' received the greatest number of positive comments (184 customers each). 'Customer Focus' also received a significant number of positive comments (139 customers). The items that received the largest

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

number of negative comments were: 'Timely Service' (130), 'Meets My Schedule' (118) and 'Cost of Services' (102).

The most frequent positive general comments were 'Compliments to individuals/staff' (425 customers). A large number of positive comments (133) concerned the relationship between the customer and district staff (collaboration). The issue that received the greatest number of negative comments concerned the impact of Corps Policies/Requirements and Corps Bureaucracy (132 customers). A total of 86 customers complained about the effect of Corps policies or requirements and 47 customers stated that the Corps' business processes had a negative impact either on project cost, timeliness, district flexibility, or overall project execution. The second issue that received the most negative comments was 'Federal funding of projects' (113). These issues have been consistently identified by CW customers since the Customer Surveys began in 2006. A newer concern that has emerged since 2009 is customers' complaints regarding 'staff continuity or turnover'.

Comparative analyses of ratings by customer classification revealed that stakeholder and traditional customers were equally well satisfied in all but three areas. Stakeholders were significantly more satisfied than customers in the area of Timeliness, Cost and Overall Satisfaction.

Comparisons of ratings by business lines revealed that 'Water Quality/Supply' customers were consistently the most satisfied while 'Environmental' customers were the least satisfied. 'Emergency Mgmt', 'Flood Control' and 'Multiple Business Line' customers tended to be less satisfied. The implications of these results are very important since multiple business line customers are typically key customers who have significant financial impact and long standing relationships with the district. Furthermore, Emergency Management and Multiple project customers tend to be high profile and can affect public perceptions about the Corps. Likewise the customers whose projects were in PE&D and O&M phases were significantly more satisfied while those in Feasibility, Construction or Multiple phases were significantly less satisfied.

Analyses of trends in ratings from 2007 to 2011 revealed that ratings have significantly improved for almost all scales and individual items over the past five years. Ratings of 'Staff', 'Timeliness', 'Cost', 'Overall' and the Composite Index scale in 2011 were significantly higher than earlier years.

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

§1. INTRODUCTION

§1.1 BACKGROUND

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

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

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

This report summarizes the results of the Corps of Engineers Civil Works Programs Directorate Customer Satisfaction Survey. HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from MG Michael Walsh, Deputy Commanding General of Civil and Emergency Operations Directorate (CECW), was transmitted to all Major Subordinate Commands (MSCs) on 20 Jan 2012. The memo contained guidance for administration of the 2011 Survey within all districts having a CW mission. Districts were to complete administration of their customer survey by 28 March 2012.

Each District was required to develop their customer list as a comprehensive enumeration of all organizations served by the district in 2011. Districts are responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback. Districts were asked to publicize their results among district and MSC staff including the District report received from HQ, their analyses and summary of customer comments.

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

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

Traditional customers may include the following:

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

Stakeholders to be included on the customer list may include:

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

The following should generally be excluded from the survey:

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

§1.2. SURVEY METHODOLOGY

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

The 2011 survey instrument consists of two sections. Section one solicits 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 text field solicits customer comments in each service area. 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 survey also solicits general customer comments. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link:
<http://surveys.usace.army.mil/civilworks/>.

§2. RESULTS OF 2011 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

The USACE Civil Works Program customer base included 2,910 customers; an aggregate three percent decrease compared to last year. The noted drop in population size is expected as ARRA program work dissipates. There was notable variability among district population sizes. Population sizes ranged from as few as N=27 for Tulsa District to a high of N=227 for New Orleans District.

A total of 1,805 unique customers participated in the 2011 survey. Many customers have multiple projects within a district. A number of these elected to submit more than one survey response to evaluate projects separately. Hence the database used in these analyses contains 1,835 records.

The number of unique customer responses was used to calculate response rates. The Corps-wide response rate was 62 percent for an estimated sampling error of 1.14 percent. Response rates varied among districts, ranging from 33% for Louisville District to as high as 98 percent for Kansas City and Vicksburg districts. The average response rate was 65 percent for larger (Tier I) districts and 62 percent for smaller (Tier II) districts. Classification of districts as Tier I or II is based on FY11 district program size (\$).

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 CW 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 surprisingly high, calling into question conclusions drawn from that data. At the corporate level we can have a great deal of confidence in our conclusions since our sampling error is extremely low. When the database is disaggregated into districts it is important to be cognizant of whether the district successfully obtained a representative sample of their customer base as indicated by their district sampling error. For example one district's population size was 28. They received ten responses for a response rate of 36%. Their sampling error was slightly over 20%. Clearly conclusions must be drawn cautiously from this sample.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within TransAtlantic Division did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Divisions (MVD) at 31 percent followed by Northwest Division (NWD) at 21 percent and Great Lakes-Ohio River (LRD) at 14 percent. New Orleans District had the highest number of responses among districts at eight percent of the Corps-wide sample.

Corps Civil Works Divisions 2011

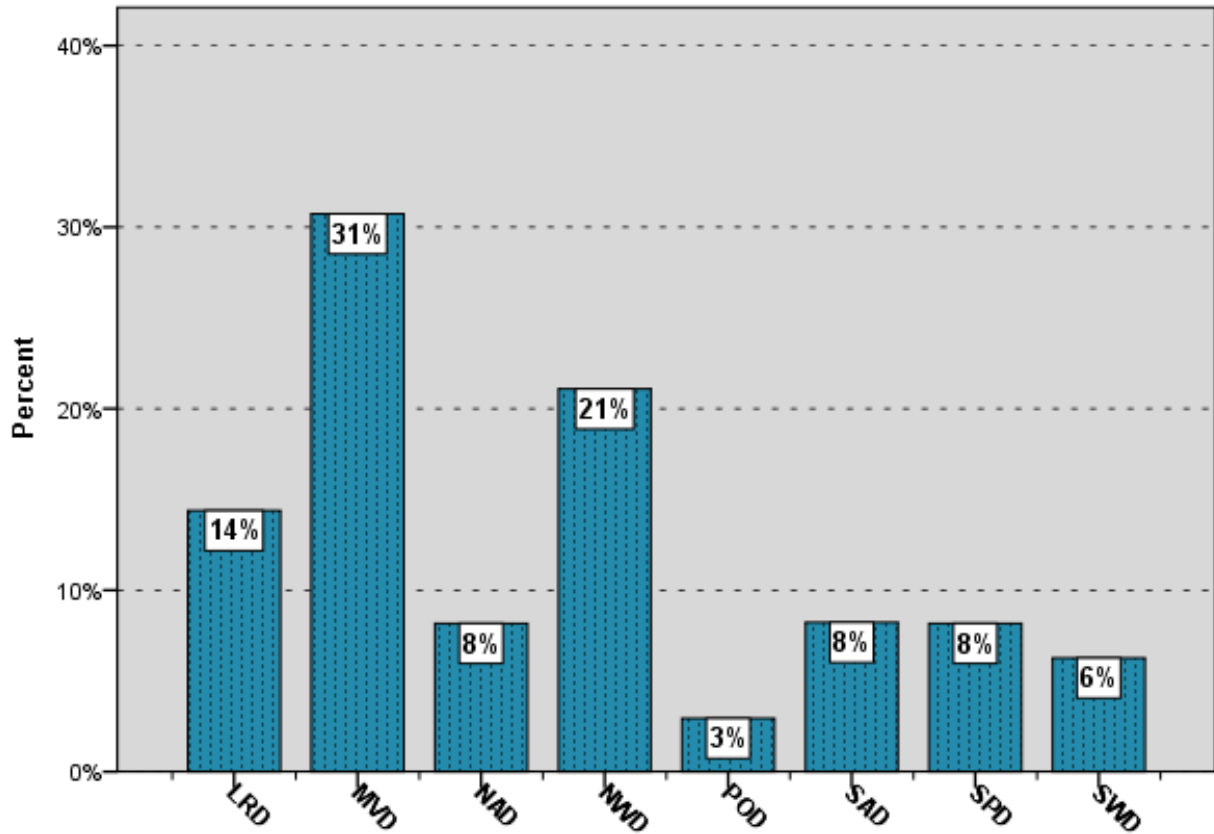


Figure 1: Corps Divisions

Table 1: Corps Divisions

<u>Division</u>	<u>Count</u>	<u>Percent</u>
Great Lakes / Ohio River (LRD)	264	14.4
Mississippi Valley (MVD)	564	30.7
North Atlantic (NAD)	150	8.2
North West (NWD)	387	21.1
Pacific Ocean (POD)	54	2.9
South Atlantic (SAD)	151	8.2
South Pacific (SPD)	150	8.2
South West (SWD)	115	6.3
Total	1835	100.0

Table 2: Corps Districts

<u>District</u>	<u>Count</u>	<u>Percent</u>	<u>District</u>	<u>Count</u>	<u>Percent</u>
Buffalo	50	2.7	Portland	54	2.9
Chicago	35	1.9	Seattle	106	5.8
Detroit	63	3.4	Walla Walla	93	5.1
Huntington	47	2.6	Alaska	31	1.7
Louisville	20	1.1	Honolulu	23	1.3
Nashville	12	0.7	Charleston	25	1.4
Pittsburgh	37	2.0	Jacksonville	31	1.7
Vicksburg	96	5.2	Mobile	45	2.5
Memphis	64	3.5	Savannah	25	1.4
New Orleans	139	7.6	Wilmington	25	1.4
St Paul	74	4.0	Albuquerque	10	0.5
Rock Island	93	5.1	Sacramento	83	4.5
St Louis	98	5.3	Los Angeles	35	1.9
Baltimore	21	1.1	San Francisco	22	1.2
New England	17	0.9	Fort Worth	29	1.6
New York	34	1.9	Galveston	48	2.6
Norfolk	41	2.2	Little Rock	21	1.1
Philadelphia	37	2.0	Tulsa	17	0.9
Kansas City	65	3.5	Total	1835	100.0
Omaha	69	3.8			

An important consideration every year is whether each district included their entire customer base in the survey. If their list of invitees was not complete, then the data obtained cannot be used to characterize the level of satisfaction of their entire customer population. This was particularly well illustrated with respect to the inclusion of stakeholders in last year's survey when many districts did not include all stakeholders with whom they worked in 2010. The level of compliance with this requirement greatly improved this year with the exception of one MSC. All others were very thorough in identifying their stakeholder population. Stakeholders comprise approximately one third of the CW customer base. The following table displays the classification of respondents as traditional customers versus stakeholders by MSC.

Table 3: Respondent Classification

<u>MSC</u>	<u>Customer</u>		<u>Stakeholder</u>		<u>Total</u>	
	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>
LRD	186	70.5	78	29.5	264	100.0
MVD	360	63.8	204	36.2	564	100.0
NAD	104	69.3	46	30.7	150	100.0
NWD	270	69.8	117	30.2	387	100.0
POD	43	79.6	11	20.4	54	100.0
SAD	80	53.0	71	47.0	151	100.0
SPD	139	92.7	11	7.3	150	100.0
SWD	76	66.1	39	33.9	115	100.0
Total	1258	68.6	577	31.4	1835	100.0

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

Environmental customers comprise the largest proportion of the 2011 sample at 27 percent followed by Flood/Storm Damage Reduction (26%), Navigation (16%), Emergency Management (8%) and Water Quality/Supply customers (6%). The proportion of customers in the other business lines was six percent or less each. The Other slice of the following pie chart shows ‘Regulatory’, ‘Hydropower’ and ‘Other’ collapsed as one category. Twenty-six of the 101 responses categorized as ‘Other’ were from IIS (Interagency & International Support) customers and 22 had projects under the ‘Planning Assistance to States’ program. Specific project types for these customers are displayed in Table 5.

CECW Customers by Business Line 2011

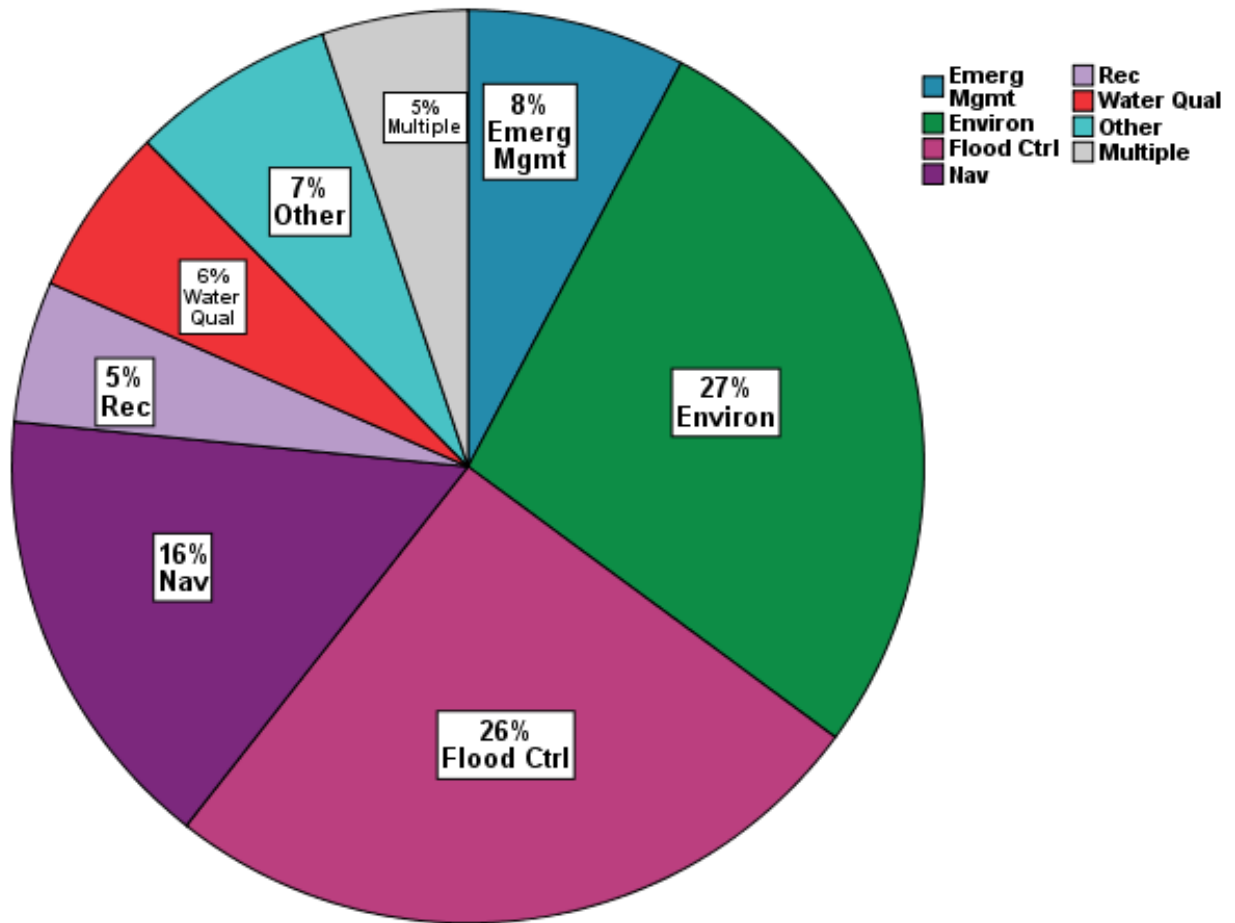


Figure 2: Primary Business Line

Table 4: Primary Business Lines

<u>Business Line</u>	<u>Count</u>	<u>Percent</u>
Emergency Mgmt	142	7.7
Environmental	502	27.4
Flood Control	468	25.5
Hydropower	22	1.2
Navigation	293	16.0
Recreation	92	5.0
Regulatory	10	0.5
Water Quality/Supply	110	6.0
Other	101	5.5
Multiple	95	5.2
Total	1835	100.0

Table 5: 'Other' Business Lines

<u>Business Line - Other</u>	<u>Count</u>	<u>Percent</u>	-	<u>Business Line - Other</u>	<u>Count</u>	<u>Percent</u>
Agriculture	1	1.0		IIS - Transportation	1	1.0
CAP	1	1.0		IIS (Unspecified)	19	18.8
CAP (Sec 14)	1	1.0		PAS	22	21.8
CAP Flood Risk Mgmt	3	3.0		Real Estate	4	4.0
CAP Emergency Stream Bank Protection	4	4.0		Sec 14 Erosion control	3	3.0
Clean up	1	1.0		Sec 594	2	2.0
Climate Change	2	2.0		Sec 594 Envir Infrastructure	4	4.0
Commercial	1	1.0		Sec 595 Envir Infrastructure	3	3.0
Construction	3	3.0		Section 729 Watershed Study	1	1.0
Cultural Resources	1	1.0		Stream Bank Erosion	1	1.0
Envir Infrastructure	2	2.0		Technical Assistance/Study	3	3.0
Fishery Habitat	1	1.0		Transportation	1	1.0
Gas Powered Electric	1	1.0		Underground Power line	1	1.0
Groundwater Investigation	1	1.0		Watershed Planning	4	4.0
IIS - Bridge Inspection	1	1.0		Watershed Study	1	1.0
IIS - Environmental	3	3.0		Wetland Demonstration	2	2.0
IIS - Environmental Cleanup	1	1.0		Total	101	100.0
IIS - Physical	1	1.0				

Project Managers were asked to identify the phase of their projects. The majority of Corps Civil Works projects were distributed among Construction (24%), O&M (23%) and Feasibility phase (16%). Eleven percent was in Planning, Engineering & Design (PE&D) and three percent in the Reconnaissance phase. The remainder were either ‘multiple project customers’ or their project did not conform to standard Corps Civil Works project phases.

Table 6: Project Phases

<u>Project Phase</u>	<u>Count</u>	<u>Percent</u>
Recon	46	2.5
Feasibility	295	16.1
PE&D	206	11.2
Construction	447	24.4
O&M	417	22.7
Multiple	184	10.0
Other/NA	240	13.1
Total	1835	100.0

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

§2.2 SURVEY ITEMS AND SCALES

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

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

There are 24 questionnaire items which measure general areas of customer satisfaction. Items are rated on a scale from 1-5³. The items are grouped into eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The 'Problem Solving' scale was newly added 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.

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

The per-item response rate was very high, i.e., few customers left items blank. In fact, all but three items received at least a 91 percent response rate from the sample of 1,835 respondents. The exceptions to this were in the area of cost/financial services where 24-25% of customers did not provide ratings for these services. All item and scale means can be evaluated based on the classification scheme:

Mean ≥ 4.00: Green

3.00 ≤ Mean ≤ 3.99: Amber

Mean < 3.00: Red

All scale means this year were 'Green'. The mean Composite score was very high at 4.34. The highest rated service area was Staff services at 4.50. The following table depicts mean scores for each customer satisfaction scale.

Table 7: Survey Scales

<u>Survey Scales</u>	<u>USACE Avg</u>
Attitude	4.42
Services	4.34
Staff	4.50
Timeliness	4.13
Cost	4.12
Communication	4.38
Problem Resolution	4.29
Overall	4.34
Composite Index	4.34

³ 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 (70 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 S9: 'Technical Competency' at 94 percent high ratings and S2: 'Listening to My Needs' and S8: 'Responsiveness' at 93 percent high ratings each. The items that elicited the greatest proportion of low ratings were S12: 'Meets My Schedule' at nine percent low ratings and S11: 'Timely Services' and S14: 'Cost of Services' at eight percent low ratings each. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁴.

Three of the items in the survey serve 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'. These items received at least 83 percent satisfactory ratings while only three to four percent of customers provided low ratings. Notably, 13 percent of customers fell 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. These bottom line indicators show slight improvement over last year. Detailed responses to these indicators (before collapsing categories) are displayed in Table B-1 of Appendix B so extreme responses can be identified ('Very Low' or 'Very High').

⁴ If customers select NA or fail to rate an item, the number of valid responses will be less than the total number of respondents (1,835).

Table 8: Item Ratings

Survey Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
Attitude								
S1 Customer Focus	50	2.7	111	6.1	1658	91.1	1819	100.0
S2 Listening to My Needs	46	2.5	86	4.7	1683	92.7	1815	100.0
S3 Reliability	97	5.4	141	7.8	1574	86.9	1812	100.0
S4 Treats Me as Team Member	37	2.1	102	5.7	1663	92.3	1802	100.0
S5 Flexible to My Needs	65	3.6	169	9.4	1560	87.0	1794	100.0
Services								
S6 Quality Products	67	3.9	134	7.7	1531	88.4	1732	100.0
S7 Satisfying My Requirements	59	3.5	177	10.5	1456	86.1	1692	100.0
Staff								
S8 Responsiveness	42	2.3	92	5.1	1686	92.6	1820	100.0
S9 Technical Competency	26	1.4	90	5.0	1693	93.6	1809	100.0
S10 Managing Effectively	79	4.5	144	8.1	1550	87.4	1773	100.0
Timeliness								
S11 Timely Service	140	7.9	210	11.9	1420	80.2	1770	100.0
S12 Meets My Schedule	153	8.9	201	11.6	1372	79.5	1726	100.0
Cost								
S13 Financial Info	47	3.4	199	14.4	1136	82.2	1382	100.0
S14 Cost of Services	108	7.9	307	22.4	955	69.7	1370	100.0
S15 Focus on My Budget	70	5.0	209	15.0	1117	80.0	1396	100.0
Communication								
S16 Keeps Me Informed	82	4.6	144	8.0	1572	87.4	1798	100.0
S17 Corps' Documents	30	1.7	143	8.2	1572	90.1	1745	100.0
S18 Corps' Correspondence	36	2.0	131	7.3	1618	90.6	1785	100.0
Problem-Solving								
S19 Notifies Me of Problems	61	3.5	145	8.4	1522	88.1	1728	100.0
S20 Timeliness Addressing Problems	75	4.3	186	10.7	1480	85.0	1741	100.0
S21 Problem Resolution	95	5.5	164	9.4	1480	85.1	1739	100.0
Overall								
S22 Overall Satisfaction	69	3.8	130	7.2	1609	89.0	1808	100.0
S23 I Recommend the Corps	59	3.4	174	10.1	1490	86.5	1723	100.0
S24 My Choice for Future Work	66	4.0	220	13.2	1381	82.8	1667	100.0

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

A very large number of respondents submitted comments (1145 out of 1835 responses or 62%). Many customers addressed individual survey items as well as providing comments in the General Comments section at the end of the survey. Each respondent's entire set of comments was evaluated for its overall tenor. Of the 1145 customers who provided comments well over half (731 or 63%) provided overall favorable comments; 196 (17%) made negative comments and 174 (15%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (44 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey items that received the greatest number of positive comments were 'Responsiveness' and 'Overall Satisfaction' (184 customers each). These were followed by 'Customer Focus' (139 customers). The three items that received the largest number of negative comments concerned cost and timeliness: 'Timely Service' (130), 'Meets My Schedule' (118 customers), and 'Cost of Services' (102). A similar pattern is seen in the 'General Comments' submitted by customers.

The most frequent positive general comments were 'Compliments to individuals/staff' (425 customers). A large number of positive comments concerned the relationship between customer and district '(Great relationship/partnership)'. There were also a significant number of positive comments discussing professionalism and personal commitment of the Corps staff with whom they regularly work.

The issue that received the greatest number of negative comments concerned the impact of Corps Policies/Requirements and Corps Bureaucracy (132 customers). A total of 86 customers complained about the effect of Corps policies or requirements and 47 customers stated that the Corps' business processes had a negative impact either on project cost, timeliness, district flexibility, or overall project execution. The second issue that received the most negative comments was 'Federal funding of projects' (113). These issues have been consistently identified by CW customers since the Civil Works Customer Surveys began in 2006. A newer concern that has emerged since 2009 is customers' complaints regarding 'staff continuity or turnover'.

A summary of all comments is shown below. Note that the total number of comments exceeds 1145 as most customers mentioned several issues.

Table 9: Item Comments

<u>Survey Item</u>		<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1	Customer Focus	119	56	175
S2	Listening to My Needs	98	27	125
S3	Reliability	81	96	177
S4	Treats Me as Team Member	96	31	127
S5	Flexible to My Needs	85	62	147
S6	Quality Products	88	77	165
S7	Satisfying My Requirements	71	56	127
S8	Responsiveness	184	52	236
S9	Technical Competency	106	30	136
S10	Managing Effectively	84	58	142
S11	Timely Service	67	130	197
S12	Meets My Schedule	68	118	186
S13	Financial Info	42	64	106
S14	Cost of Services	32	102	134
S15	Focus on My Budget	59	46	105
S16	Keeps Me Informed	98	54	152
S17	Corps' Documents	49	27	76
S18	Corps' Correspondence	50	31	81
S19	Notifies Me of Problems	56	35	91
S20	Timeliness Addressing Problems	49	40	89
S21	Problem Resolution	49	51	100
S22	Overall Satisfaction	184	43	227
S23	I Recommend the Corps	53	42	95
S24	My Choice for Future Work	52	51	103

Table 10: Additional Comments

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>
Staff	425	0
Relationship / Partnership	113	3
Professionalism	70	3
Collaboration	19	2

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>
Emergency Management	17	1
Communications	17	20
Proactive	12	5
Contracting Process (esp Bidding)	10	7
Dredging Services	10	13
Improvement in Services	9	1
Project Progress	9	22
Operations Services	8	6
District Support	6	2
Cost sharing issues	6	20
Flood fight	5	0
District Cmdr Continuity	5	1
Silver Jackets	4	0
H&H	4	3
Watershed Mgmt	4	4
CECW Customer Survey	4	8
Section 206 Program	3	2
Water Supply Projects	3	3
Financial actions (Invoicing, reimbursement)	3	8
Levee maintenance	3	9
Federal Funding / Process	3	113
Cost Estimating	2	0
Field Office Support	2	0
Inter-Agency Coordination (Proj partners)	2	0
PAS Program	2	0
Planning Services	2	0
Maps	2	1
Value Engineering	2	1
A/E (Contractor) Services	2	2
Cultural resources	2	2
Ecosystem Restoration	2	2
Reservoir / Water Level Mgmt	2	2
Navigation Services	2	3
Regulatory Services/ Permits	2	22
Environmental Services	1	0
PDT Meetings / Teleconferences	1	0
Recreation Facilities	1	0
Section 219 Program	1	0
Waste Water Needs	1	0
Beach Nourishment Services	1	1
Dam Safety	1	1

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>
Outreach / Public Involvement	1	2
INTRA-Agency Coordination (w/in district)	1	3
Workload Management	1	6
Levee Certification	1	7
Aquatic Plant Control	0	1
Bridge Credit	0	1
Bank Erosion	0	1
Communications in Writing	0	1
Construction Services	0	1
Dredge Material Disposal Process / Sites	0	1
Mitigation Costs	0	1
Parking Access	0	1
Project Closeout / Punchlist Items	0	1
Safety Focus	0	1
Section 595 Program	0	1
Site Inspection	0	1
Sr Mgmt Support	0	1
Status Reports	0	1
ASA_CW / DA Support	0	2
Design Services	0	2
Economic Analyses	0	2
Levee Inspection	0	2
PCA issues	0	2
Project Scope (Changes/Development)	0	2
PPA Model	0	3
Real Estate Services	0	3
Small Project Work	0	3
Transparency	0	3
Fish Passage	0	4
408 Process	0	4
QA/QC	0	5
Vertical Team	0	5
Acronyms / Corps-speak	0	8
Feasibility Study Process	0	8
Review Process	0	17
HQ Support	0	23
Staff Continuity / Turnover	0	26
Corps Policy / Requirements	0	86
COE Bureaucracy - Impact on Project	0	46

§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 various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases. Comparative analyses were conducted to detect whether there were any specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings.

§3.1 Ratings by Respondent Classification

The first analysis compares customer satisfaction ratings by respondent classification. Many district staff expressed that they expected to receive lower ratings from stakeholders than customers. This expectation was again not supported by the data. Ratings for all items, scales and the Composite Index were examined. Statistically significant differences in ratings were found for only three of the eight satisfaction scales. Stakeholders were significantly more satisfied than customers in the area of Timeliness, Cost and Overall Satisfaction. These results are displayed in the following graph.

A comparison of item ratings revealed statistically significant differences in ratings for several items. Stakeholders were significantly more satisfied than customers in every area. They included 'S3: Reliability', 'S6: Quality Products', 'S9: Technical Competency', 'S11: Timely Service', 'S12: Meets My Schedule', 'S14: Cost of Services', 'S23: I Recommend the Corps' and 'S24: My Choice for Future Work'. A detailed table presenting mean ratings and sample sizes by Respondent class is located in Appendix B, Table B-2.

Table 11: Ratings by Respondent Classification

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

Ratings by Respondent Class

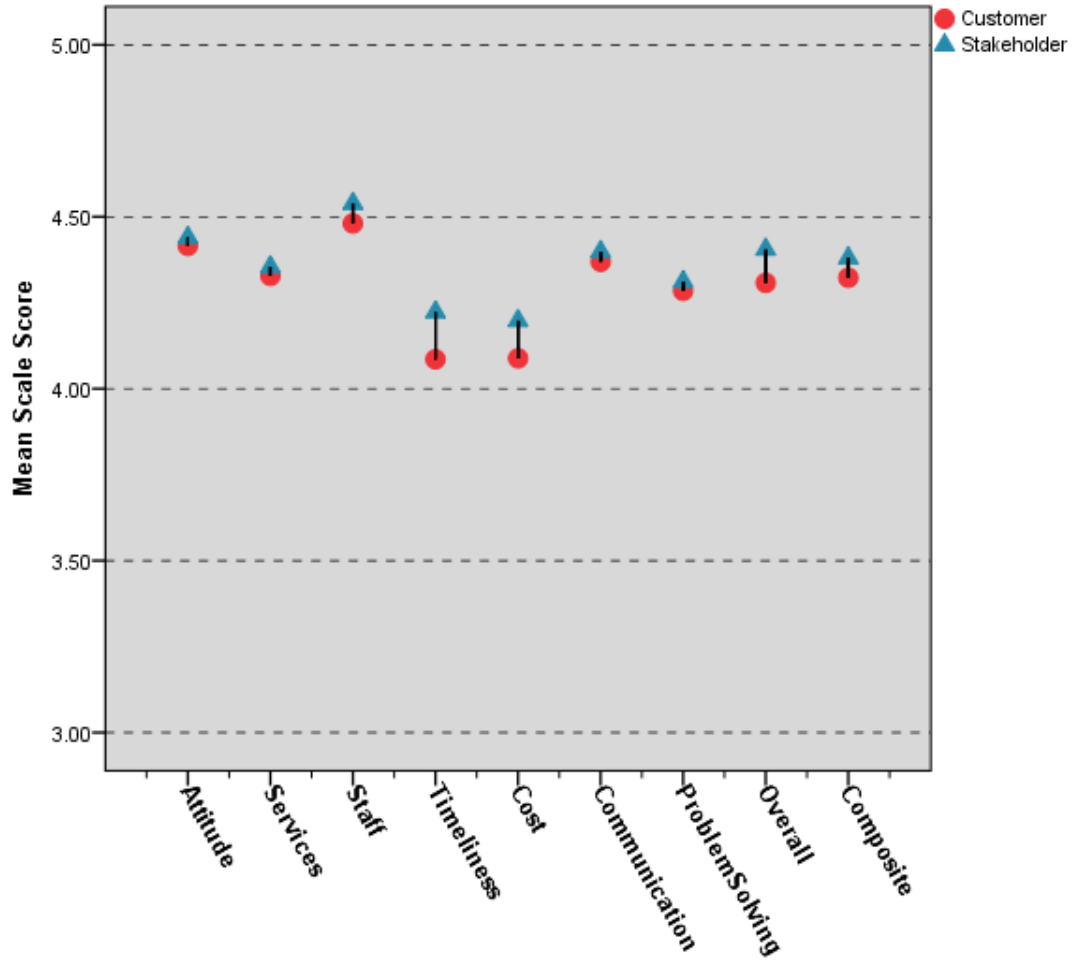


Figure 3: Ratings by Respondent Classification

§3.2 Ratings by Business Line

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

Ratings for all scales and the Composite Index were examined. Statistically significant differences in ratings were found for all of the eight satisfaction scales. A clear pattern emerged in these comparisons as illustrated in the graph below (Figure 4). Water Quality/Supply customers were consistently the most satisfied. 'Environmental' customers were consistently the least satisfied. In many cases 'Navigation' and 'Recreation' customers were more satisfied while 'Emergency Mgmt' and 'Flood/Storm Damage' and 'Multiple Project' customer were less satisfied. The implications of these results regarding Emergency Management and 'Multiple Project' customers are important. Multiple business line customers are typically key customers who have significant financial impact and long standing relationships with the district. And Emergency Management and Multiple project customers tend to be high profile and can affect public perceptions about the Corps. Differences in ratings among customer groups were large enough to be statistically significant at $\alpha = .05$. A detailed table presenting mean ratings and sample sizes by business line is located in Appendix Table B-3.

Table 12: Ratings by Business Line

<u>Scale</u>	<u>Statistically Significant Differences</u>
Attitude	Nav, Rec & WQual > Env
	WQual > EM, FDR, Nav, Multi & Other
Services	Rec, WQual & Other > Env
	WQual > EM & Nav
Staff	FDR, Nav, Rec & WQual > Env
	WQual > EM, FDR, Nav, Multi & Other
Timeliness	EM, Nav, Rec & WQual > Env
	EM, Rec & WQual > FDR
	EM, WQual > Multi
	WQual > Nav & Other
Cost	Rec & WQual > EM, Env, FDR & Nav
	WQual > Other & Multi
Communication	FDR, Nav, Rec & WQual > Env
	Rec & WQual > EM
	WQual > FDR, Nav, Multi & Other
Problem Solving	Rec & WQual > Env & FDR
	WQual > EM, Nav, Multi & Other
Overall	EM, Rec & WQual > Env
	Rec & WQual > FDR
	WQual > EM, Nav, Multi & Other
Composite	Nav, Rec & WQual > Env
	Rec & WQual > FDR
	WQual > EM, Nav, Multi & Other

Ratings by Business Line

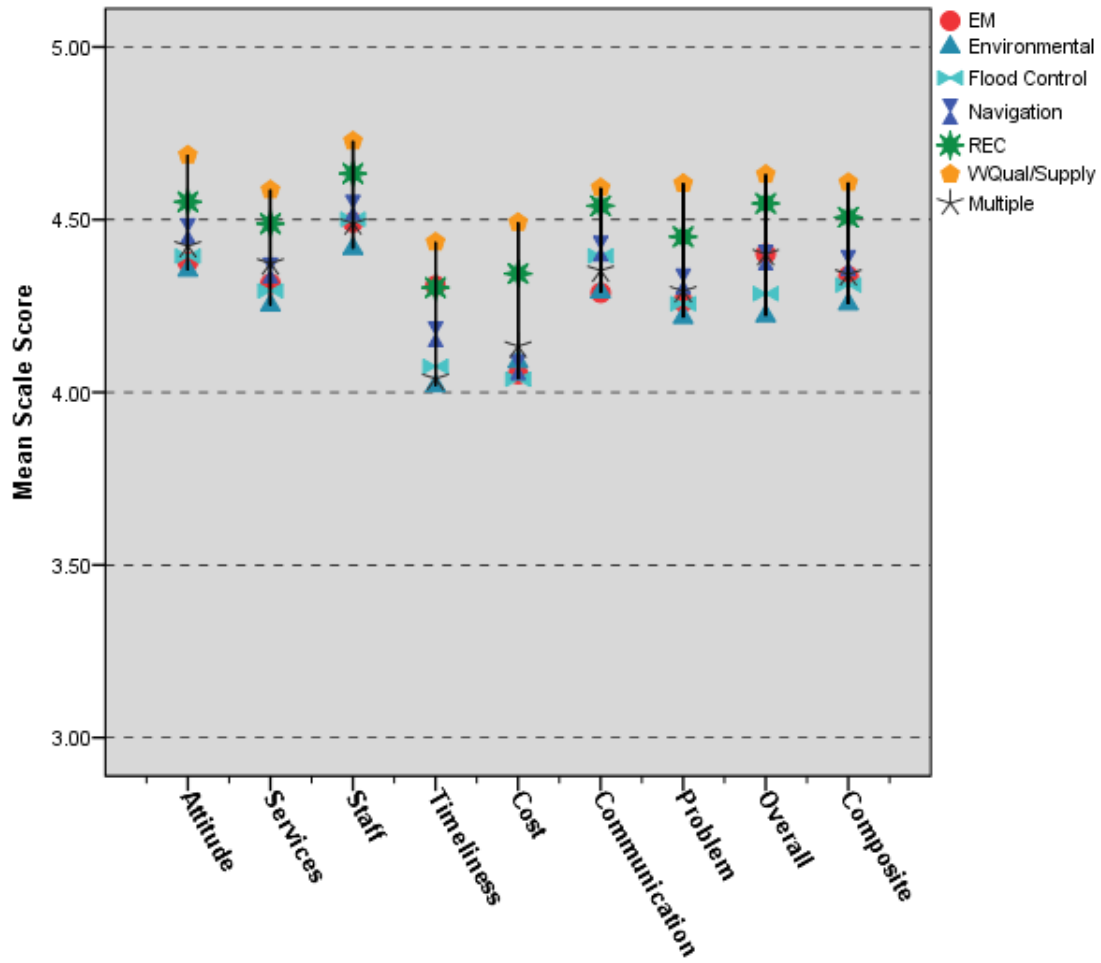


Figure 4: Ratings by Business Line

§3.3 Ratings by Project Phase

Comparisons of mean scale scores by project phase were performed to detect differences among phases and determine whether these differences are statistically significant. Project phases included Reconnaissance, Feasibility, PE&D, Construction, O&M and 'Multiple Phases'. Statistically significant differences in ratings were found for all scales: Customers whose projects were in PE&D and O&M phases were significantly more satisfied. Customers whose projects were in Feasibility, Construction or Multiple phases were significantly less satisfied. O&M customers are consistently among the most satisfied and Feasibility customers consistently among the least satisfied year to year. The findings regarding Multiple-project customers further support results of comparisons among business lines in the previous section regarding key district customers. Table B-4 in Appendix B displays mean subgroup scores and sample sizes by project phase.

Table 13: Ratings by Project Phase

<u>Scale</u>	<u>Statistically Significant Differences</u>
Attitude	PE&D > Feas, Constr & Multi
Services	PE&D > Recon, Feas, Constr & Multi O&M > Recon, Feas, Constr
Staff	PE&D & O&M > Feas & Constr
Timeliness	PE&D > Feas & Multi Constr > Feas
Cost	PE&D > Feas & Multi Constr & O&M > Feas
Communication	PE&D > Feas, Constr & Multi O&M > Feas & Constr
Problem Solving	PE&D > Recon, Feas, Constr & Multi O&M > Feas, Constr & Multi
Overall	PE&D > Feas O&M > Feas, Constr & Multi
Composite	PE&D & O&M > Feas, Constr & Multi

Ratings by Project Phase

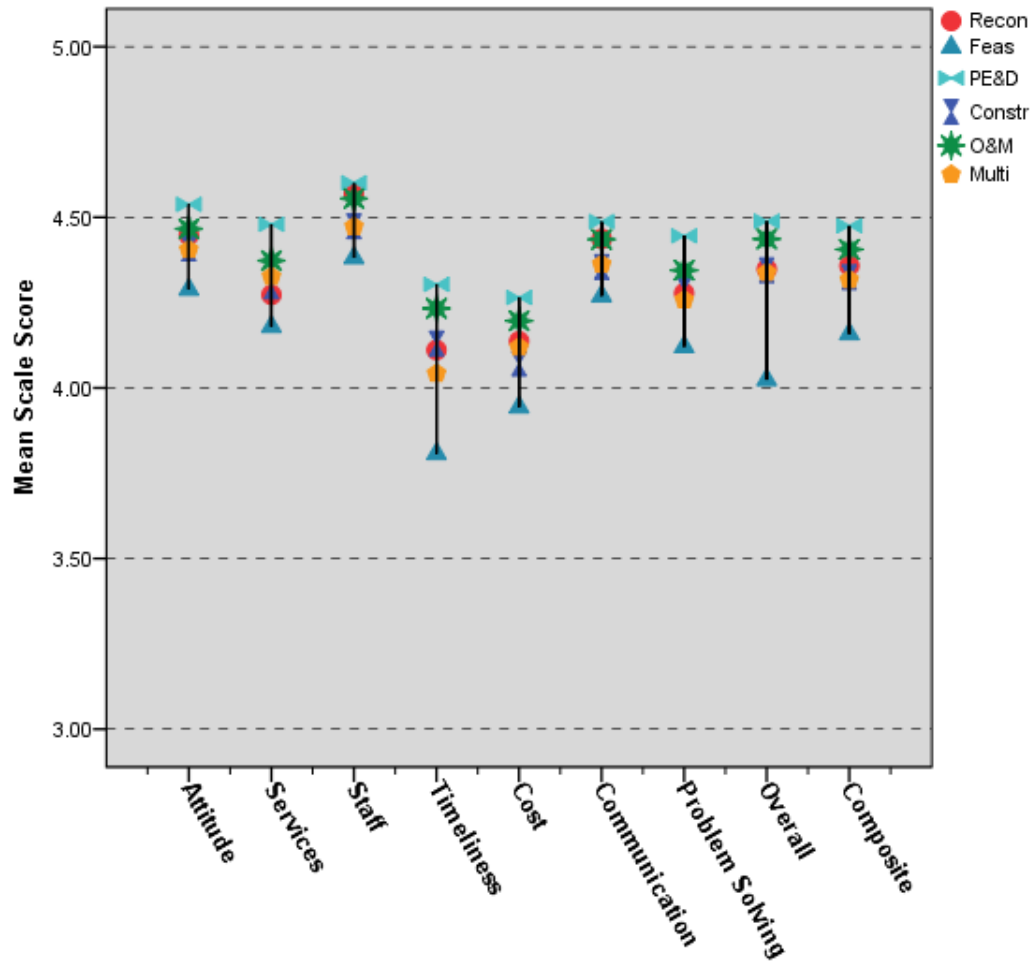


Figure 5: Ratings by Project Phase

§3.4 Comparisons of Ratings by Year

The CECW Survey has been conducted since 2006. The current form of the survey has been in use since 2007. This year's trend analyses assess the change in ratings from 2007 to 2011. Survey scales and individual items were examined. Tables 14 and 15 display the distribution of responses by business line and MSC for each year. The distribution of responses by district is shown in Appendix B, Table B-5.

Table 14: Customers by Business Line and Year

Business Line	2007		2008		2009		2010		2011		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
Emergency Mgmt	17	1.6	35	2.4	56	3.5	99	4.9	142	7.7	349	4.4
Environmental	303	28.6	338	23.3	477	29.6	600	29.5	502	27.4	2220	27.8
Flood Control	328	31.0	498	34.3	445	27.6	524	25.7	468	25.5	2263	28.3
Hydropower	16	1.5	19	1.3	13	0.8	23	1.1	22	1.2	93	1.2
Navigation	189	17.9	263	18.1	298	18.5	343	16.9	293	16.0	1386	17.3
Recreation	22	2.1	21	1.4	57	3.5	104	5.1	92	5.0	296	3.7
Regulatory	10	0.9	7	0.5	3	0.2	9	0.4	10	0.5	39	0.5
Water Qual/Supply	87	8.2	159	10.9	120	7.4	112	5.5	110	6.0	588	7.4
Other	86	8.1	64	4.4	58	3.6	122	6.0	101	5.5	431	5.4
Multiple	0	0.0	49	3.4	84	5.2	99	4.9	95	5.2	327	4.1
Total	1058	100.0	1453	100.0	1611	100.0	2035	100.0	1835	100.0	7992	100.0

Table 15: Customers by MSC and Year

MSC	2007		2008		2009		2010		2011		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
LRD	238	22.5	225	15.4	301	18.6	318	15.5	264	14.4	1346	16.8
MVD	169	15.9	448	30.7	526	32.6	821	40.1	564	30.7	2528	31.5
NAD	94	8.9	127	8.7	125	7.7	117	5.7	150	8.2	613	7.6
NWD	120	11.3	129	8.8	183	11.3	320	15.6	387	21.1	1139	14.2
POD	27	2.5	32	2.2	38	2.4	30	1.5	54	2.9	181	2.3
SAD	204	19.2	206	14.1	185	11.5	178	8.7	151	8.2	924	11.5
SPD	113	10.7	165	11.3	155	9.6	160	7.8	150	8.2	743	9.3
SWD	95	9.0	127	8.7	101	6.3	102	5.0	115	6.3	540	6.7
Total	1060	100.0	1459	100.0	1614	100.0	2046	100.0	1835	100.0	8014	100.0

Analyses of trends found that ratings have significantly improved for almost all scales and individual items over the past five years. There were five statistically significant differences in mean scale scores. They included 'Staff', 'Timeliness', 'Cost', 'Overall' and the Composite Index scale. In every case 2011 produced significantly higher ratings than earlier years. The graphic below displays scale comparisons. There were twelve instances of significant differences among individual survey items. In all instances 2011 ratings had improved over 2007 and 2008 ratings. Tables B-6 and B-7 in Appendix B displays mean scale and item scores by survey year.

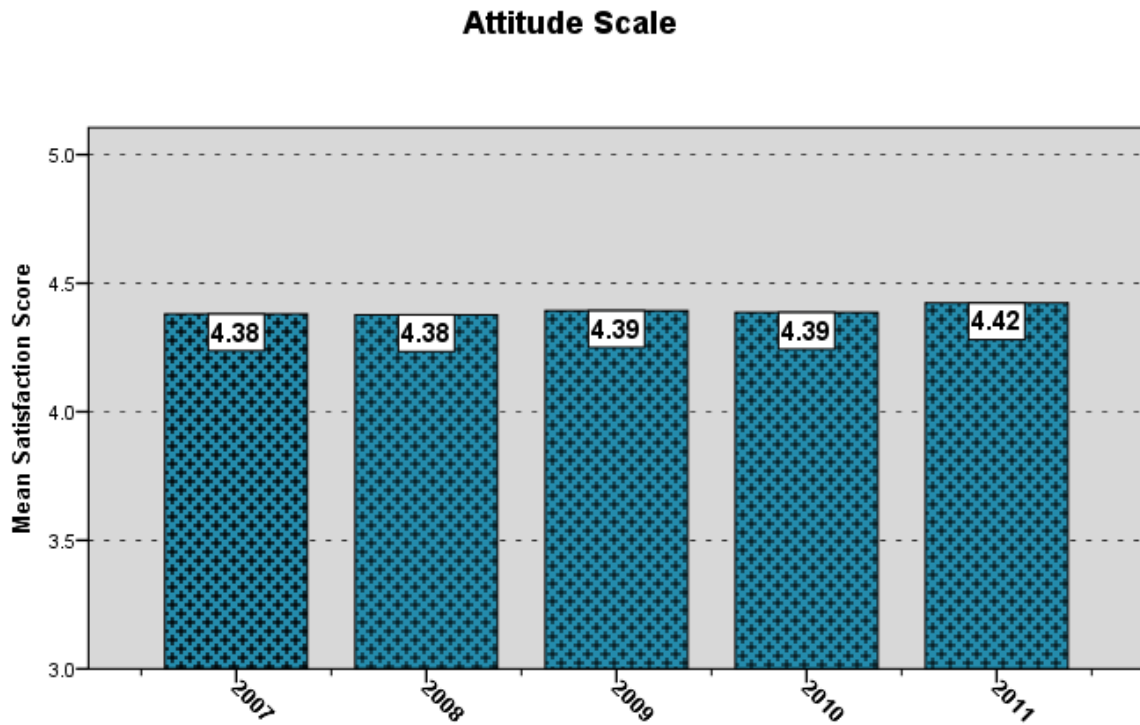
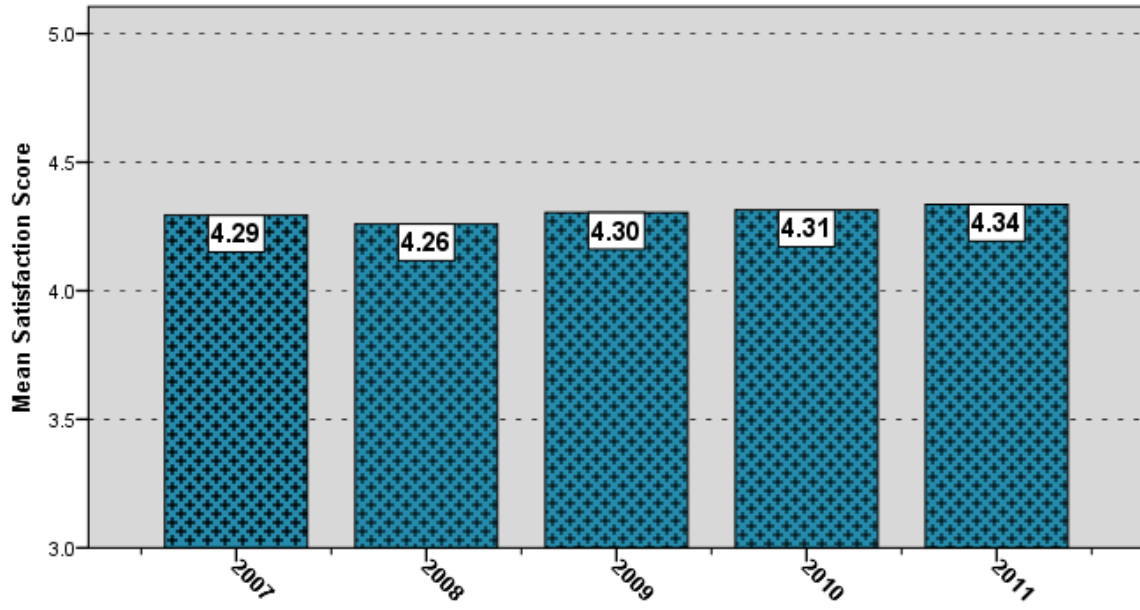
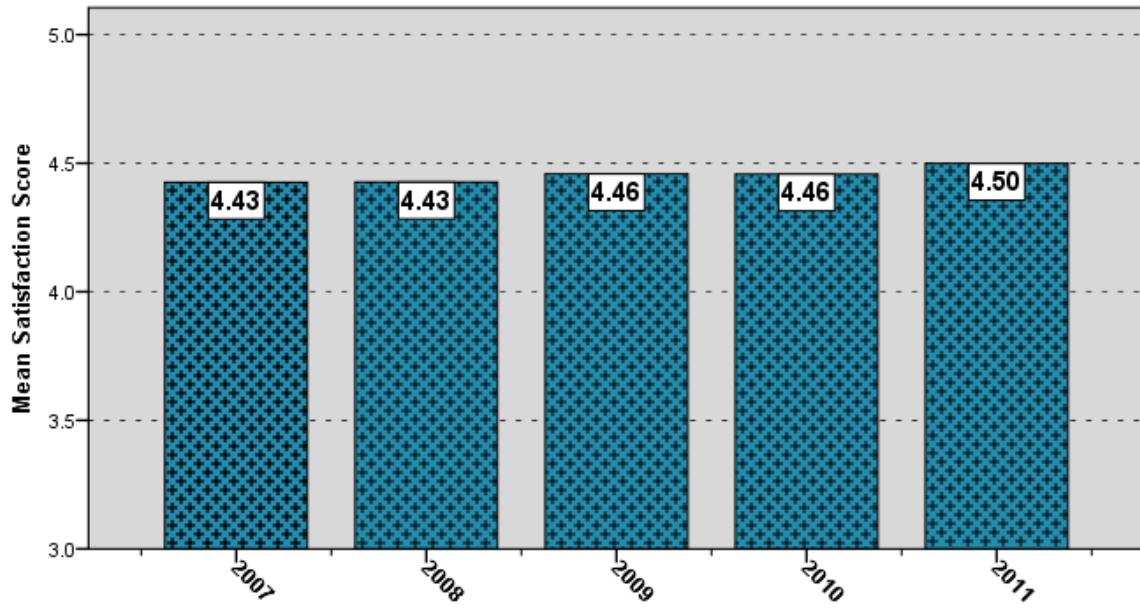


Figure 6: Scales by Survey Year

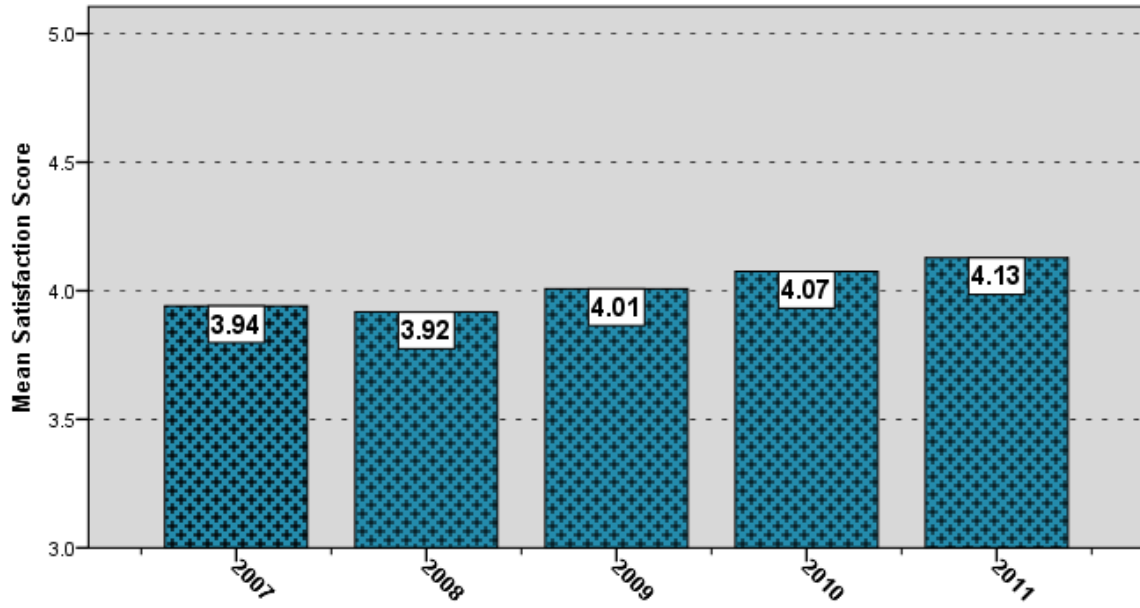
Services Scale



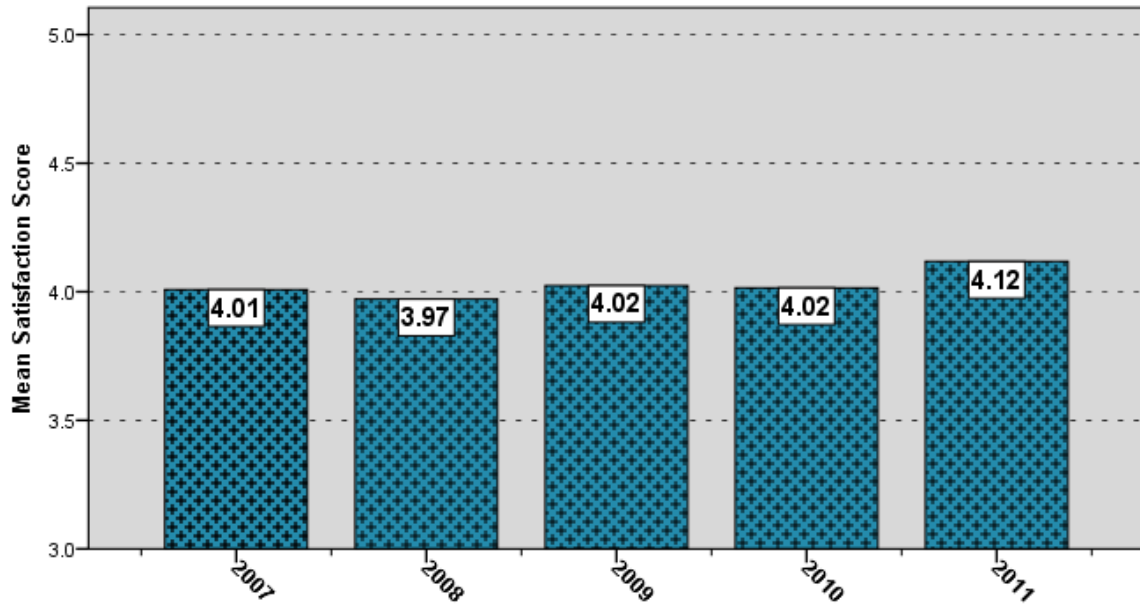
Staff Scale



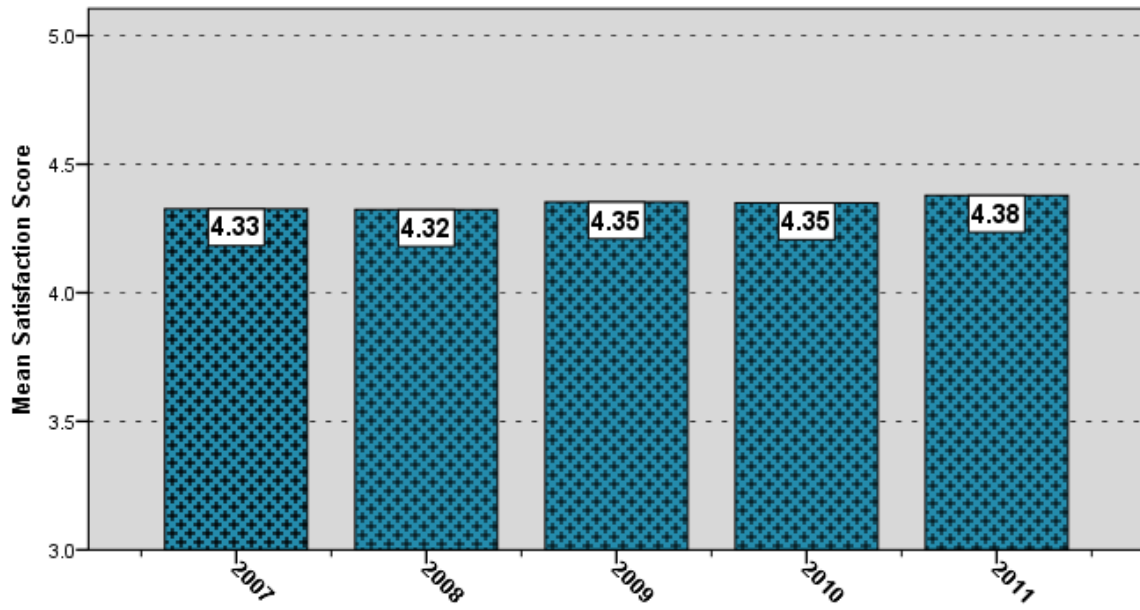
Timeliness Scale



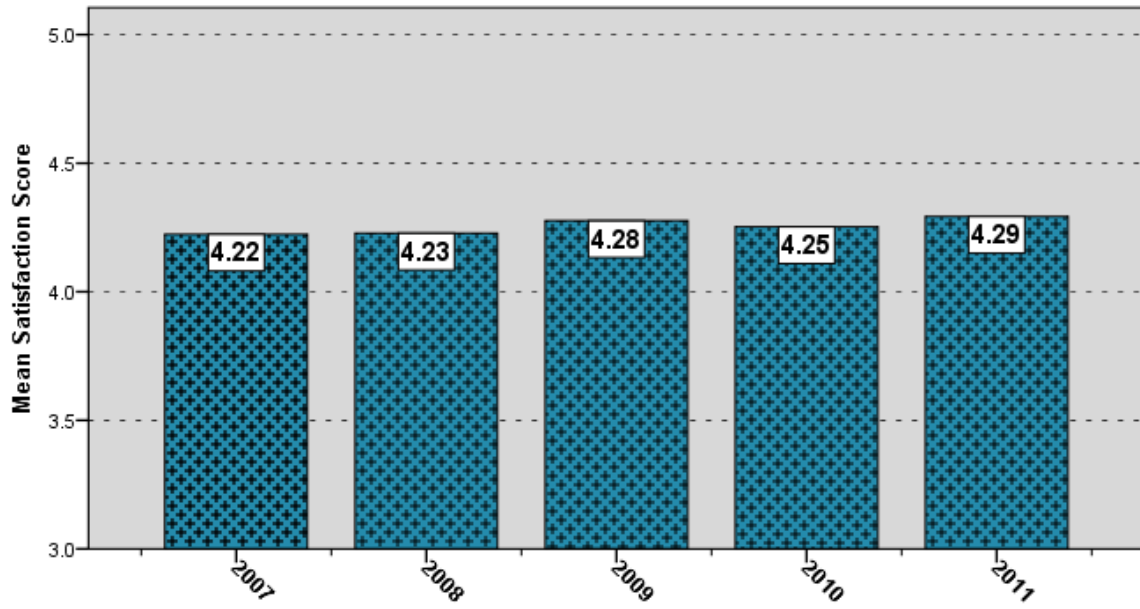
Cost Scale



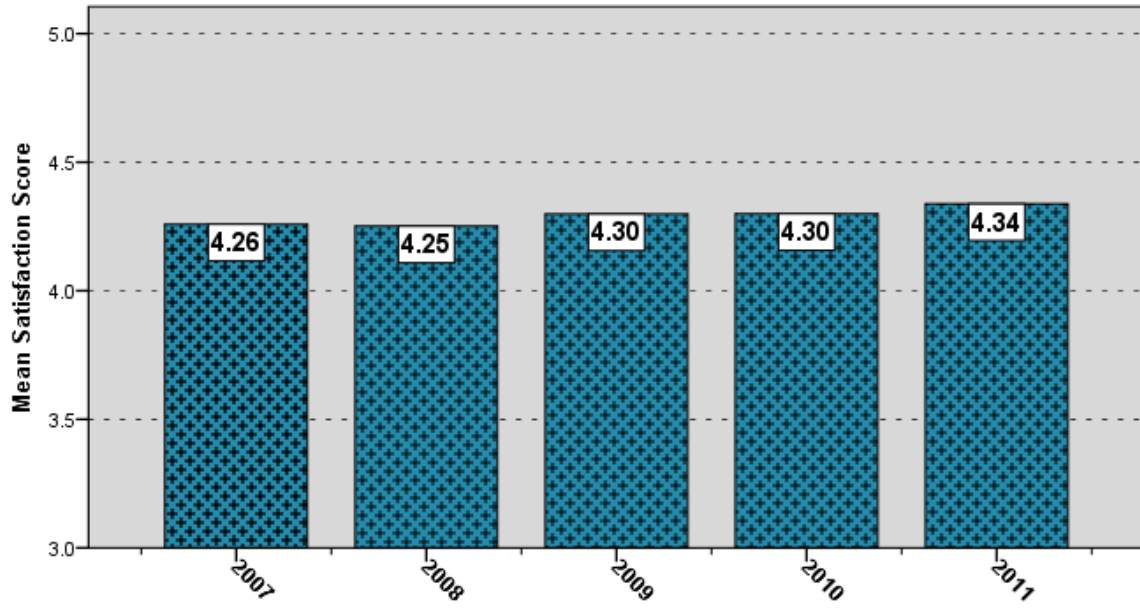
Communication Scale



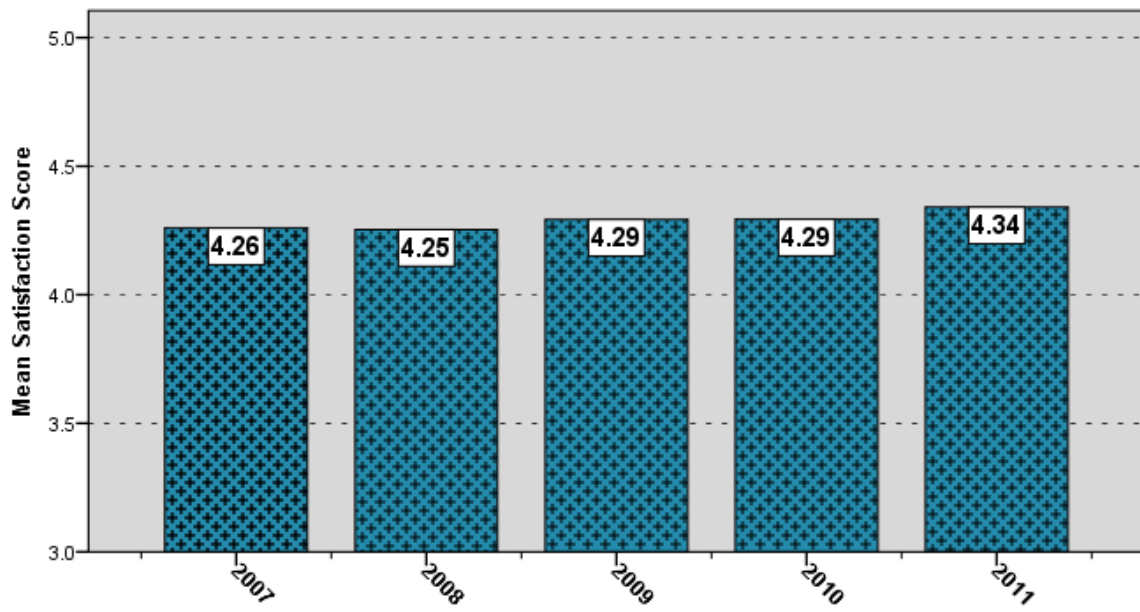
ProblemSolving Scale



Overall Scale



Composite Scale



§4. SUMMARY

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

The standardized 2011 Civil Works Programs Customer Survey instrument consists of two sections. The first section solicits 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 final portion of the survey solicits general customer comments.

The USACE Civil Works Program customer base or population consisted of 2,910 customers; an aggregate three percent decrease compared to last year. The noted drop in population size is expected as ARRA program work dissipates. There was notable variability among district population sizes. Population sizes ranged from as few as N=27 for Tulsa District to a high of N=227 for New Orleans District.

A total of 1,805 unique customers participated in the 2011 survey. Many customers have multiple projects within a district. A number of these elected to submit more than one survey response to evaluate projects separately. Hence, the database used in these analyses contains 1,835 records.

The number of unique customer responses was used to calculate response rates. The Corps-wide response rate was 62 percent for an estimated sampling error of 1.14 percent. Response rates varied among districts, ranging from 33 percent for Louisville District to as high as 98 percent for Kansas City and Vicksburg districts. The average response rate was 65 percent for larger (Tier I) districts and 62 percent for smaller (Tier II) districts. Classification of districts as Tier I or II is based on FY11 district program size (\$).

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within TransAtlantic Division did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Divisions (MVD) at 31 percent followed by Northwest Division (NWD)

at 21 percent and Great Lakes-Ohio River (LRD) at 14 percent. New Orleans District had the highest number of responses among districts at eight percent of the Corps-wide sample.

An important consideration every year is whether each district included their entire customer base in the survey. If their list of invitees was not complete, then the data obtained cannot be used to characterize the level of satisfaction of their entire customer population. This was particularly well illustrated with respect to the inclusion of stakeholders in last year's survey when many districts did not include all stakeholders with whom they worked in 2010. The level of compliance with this requirement greatly improved this year with the exception of one MSC. All others were very thorough in identifying their stakeholder population. Stakeholders comprise approximately one third of the CW customer base.

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

Environmental customers comprise the largest proportion of the 2011 sample at 27 percent followed by Flood/Storm Damage Reduction (26%), Navigation (16%), Emergency Management (8%) and Water Quality/Supply customers (6%). The proportion of customers in the other business lines was six percent or less each. Twenty-six of the 101 responses categorized as 'Other' were from IIS (Interagency & International Support) customers and 22 had projects under the 'Planning Assistance to States' program.

The majority of Corps Civil Works projects were distributed among Construction (24%), O&M (23%) and Feasibility phase (16%). Eleven percent was in Planning, Engineering & Design (PE&D) and three percent in the Reconnaissance phase. The remainder were either 'multiple project customers' or their project did not conform to standard Corps Civil Works project phases.

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

The Corp Civil Works Program encompasses a wide variety of types of projects. Civil Works projects include construction as well as O&M services. Environmental projects may range from habitat restoration to storm-water infrastructure improvement. Other Civil Works projects

include municipal or regional water supply, hydropower, flood control and emergency management services. Because of this wide range of services customers are asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, communications, staff performance and problem solving. A number of these items assess the quality of collaboration between the customers and Corps staff.

There are 24 questionnaire items which measure general areas of customer satisfaction. Items are rated on a scale from 1-5⁵. The items are grouped into eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The 'Problem Solving' scale was newly added 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 per-item response rate was very high, i.e., few customers left items blank. In fact, all but three items received at least a 91 percent response rate from the sample of 1,835 respondents. The exceptions to this were in the area of cost/financial services where 24-25% of customers did not provide ratings for these services. All item and scale means can be evaluated based on the classification scheme:

Mean \geq 4.00: Green

3.00 \leq Mean \leq 3.99: Amber

Mean < 3.00: Red

All scale means this year were 'Green'. The mean Composite score was very high at 4.34. The highest rated service area was Staff services at 4.50.

The majority of responses (70 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 S9: 'Technical Competency' at 94 percent high ratings and S2: 'Listening to My Needs' and S8: 'Responsiveness' at 93 percent high ratings each. The items that elicited the greatest proportion of low ratings were S12: 'Meets My Schedule' at nine percent low ratings and S11: 'Timely Services' and S14: 'Cost of Services' at eight percent low ratings each.

Three of the items in the survey serve 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'. These items received at least 83% satisfactory ratings while only three to four percent of customers provided low ratings. Notably, 13 percent of customers fell 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

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

depending on their future experiences with the Corps organization serving them. These bottom line indicators show slight improvement over last year.

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

A very large number of respondents submitted comments (1145 out of 1835 responses or 62%). Many customers addressed individual survey items as well providing comments in the General Comments section at the end of the survey. Each respondent's entire set of comments was evaluated for its overall tenor. Of the 1145 customers who provided comments well over half (731 or 63%) provided overall favorable comments; 196 (17%) made negative comments and 174 (15%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (44 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey items that received the greatest number of positive comments were 'Responsiveness' and 'Overall Satisfaction' (184 customers each). These were followed by 'Customer Focus' (139 customers). The three items that received the largest number of negative comments concerned cost and timeliness: 'Timely Service' (130), 'Meets My Schedule' (118 customers), and 'Cost of Services' (102). A similar pattern is seen in the 'General Comments' submitted by customers.

The most frequent positive general comments were 'Compliments to individuals/staff' (425 customers). A large number of positive comments concerned the relationship between customer and district ('Great relationship/partnership'). There were also a significant number of positive comments discussing professionalism and personal commitment of the Corps staff with whom they regularly engage.

The issue that received the greatest number of negative comments concerned the impact of 'Corps Policies/Requirements' and 'Corps Bureaucracy' (132 customers). A total of 86 customers complained about the effect of Corps policies or requirements and 47 customers stated that the Corps' business processes had a negative impact either on project cost, timeliness, district flexibility, or overall project execution. The second issue that received the most negative comments was 'Federal funding of projects' (113). These issues have been consistently identified by CW customers since the Civil Works Customer Surveys began in 2006. A newer concern that has emerged since 2009 is customers' complaints regarding 'staff continuity or turnover'.

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal we should determine whether we provide quality services across various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases

The first analysis compares customer satisfaction ratings by respondent classification. Many district staff expressed that they expected to receive lower ratings from stakeholders than customers. This expectation was again not supported by the data. Ratings for all items, scales and the Composite Index were examined. Statistically significant differences in ratings were found for only three of the eight satisfaction scales. Stakeholders were significantly more satisfied than customers in the area of Timeliness, Cost and Overall Satisfaction

A comparison of item ratings revealed statistically significant differences in ratings for several items. Stakeholders were significantly more satisfied than customers in every area. They included S3: 'Reliability', S6: 'Quality Products', S9: 'Technical Competency', S11: 'Timely Service', S12: 'Meets My Schedule', S14: 'Cost of Services', S23: 'I Recommend the Corps' and S24: 'My Choice for Future Work'.

The next subgroup analysis compares customer satisfaction ratings by Corps Civil Works business lines. Since some business line categories contain relatively few customers it was necessary to combine categories to perform statistical comparisons. Hydropower, Regulatory and 'Other' were combined into one category designated 'Other'. Hence, the categories for comparative analyses were: Environmental (Env), Flood Damage Reduction (FDR), Navigation (Nav), Recreation (Rec), Water Quality/Supply (WQual), 'Multiple Business Lines' (Mult) and 'Other'.

Ratings for all scales and the Composite Index were examined. Statistically significant differences in ratings were found for all of the eight satisfaction scales. A clear pattern emerged in these comparisons. Water Quality/Supply customers were consistently the most satisfied. 'Environmental' customers were consistently the least satisfied. In many cases 'Navigation' and 'Recreation' customers were more satisfied while Emergency Mgmt and Flood/Storm Damage and Multiple Project customers were less satisfied. The implications of these results regarding Emergency Management and Multiple Project customers are important. Multiple business line customers are typically key customers who have significant financial impact and long standing relationships with the district. And both Emergency Management and Multiple project customers tend to be high profile and can affect public perceptions about the Corps.

Comparisons of mean scale scores by project phase included Reconnaissance, Feasibility, PE&D, Construction, O&M and 'Multiple Phases'. Statistically significant differences in ratings were found for all scales: Customers whose projects were in PE&D and O&M phases were significantly more satisfied. Customers whose projects were in Feasibility, Construction or Multiple phases were significantly less satisfied. O&M customers are consistently among the most satisfied and Feasibility customers consistently among the least satisfied year to year. The

findings regarding Multiple-project customers further support results of comparisons among business lines in the previous section regarding key district customers.

The CECW Survey has been conducted since 2006. The current form of the survey has been in use since 2007. This year's trend analyses assess the change in ratings for survey scales and individual items from 2007 to 2011. Analyses of trends found that ratings have significantly improved for almost all scales and individual items over the past five years. There were five statistically significant differences in mean scale scores. They included 'Staff', 'Timeliness', 'Cost', 'Overall' and the Composite Index scale. In every case 2011 produced significantly higher ratings than earlier years. There were twelve instances of significant differences among individual survey items. In all instances 2011 ratings had improved over 2007 and 2008 ratings.

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

APPENDIX A

Survey Instrument

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

OMB Control Number 0710-0001

Expires: Feb 29, 2012

[Agency Disclosure Notice](#)

The public report burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this data collection, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Executive Services Directorate, Information Management Division (OMB 0710-0001), 1155 Defense Pentagon, Washington DC, 20301-1155 and the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503, Attn.: Desk Officer for U.S. Army Corps of Engineers. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. [Detailed Statement of Purpose.](#)

PLEASE DO NOT MAIL YOUR SURVEY TO THE ABOVE ADDRESSES



US Army Corps of Engineers Civil Works Program Evaluation 2011

**Assessing Performance with Customers &
Stakeholders**

Section I: Customer / Stakeholder 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.

Please Select One - *

Section II: Customer / Stakeholder Survey

The US Army Corps of Engineers is committed to improving our services to you and would like to know how well we're doing. Please rate our performance over the past 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
1.	The Corps of Engineers commitment to ensuring customer satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.	Listening to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
3.	Reliability of the Corps and follow-through on commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.	Treating me as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
5.	Displaying flexibility in responding to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Product and Services		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation
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
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
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
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
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
19.	Notifying me in a timely manner if a problem occurs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Addressing problems in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Resolving my concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Overall Satisfaction		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation
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

Statistical Details

Table B-1: Survey Items – Detailed Ratings

Survey Items		Very Low		Low		Mid-range		High		Very High		Total	
		#	%	#	%	#	%	#	%	#	%	#	%
Attitude													
S1	Customer Focus	17	0.9	33	1.8	111	6.1	669	36.8	989	54.4	1819	100.0
S2	Listening to My Needs	16	0.9	30	1.7	86	4.7	623	34.3	1060	58.4	1815	100.0
S3	Reliability	24	1.3	73	4.0	141	7.8	604	33.3	970	53.5	1812	100.0
S4	Treats Me as Team Member	14	0.8	23	1.3	102	5.7	479	26.6	1184	65.7	1802	100.0
S5	Flexible to My Needs	19	1.1	46	2.6	169	9.4	617	34.4	943	52.6	1794	100.0
Services													
S6	Quality Products	20	1.2	47	2.7	134	7.7	624	36.0	907	52.4	1732	100.0
S7	Satisfying My Requirements	17	1.0	42	2.5	177	10.5	623	36.8	833	49.2	1692	100.0
Staff													
S8	Responsiveness	11	0.6	31	1.7	92	5.1	493	27.1	1193	65.5	1820	100.0
S9	Technical Competency	8	0.4	18	1.0	90	5.0	493	27.3	1200	66.3	1809	100.0
S10	Managing Effectively	18	1.0	61	3.4	144	8.1	579	32.7	971	54.8	1773	100.0
Timeliness													
S11	Timely Service	38	2.1	102	5.8	210	11.9	642	36.3	778	44.0	1770	100.0
S12	Meets My Schedule	45	2.6	108	6.3	201	11.6	627	36.3	745	43.2	1726	100.0
Cost													
S13	Financial Info	12	0.9	35	2.5	199	14.4	511	37.0	625	45.2	1382	100.0
S14	Cost of Services	38	2.8	70	5.1	307	22.4	462	33.7	493	36.0	1370	100.0
S15	Focus on My Budget	20	1.4	50	3.6	209	15.0	507	36.3	610	43.7	1396	100.0
Communication													
S16	Keeps Me Informed	23	1.3	59	3.3	144	8.0	596	33.1	976	54.3	1798	100.0
S17	Corps' Documents	8	0.5	22	1.3	143	8.2	676	38.7	896	51.3	1745	100.0
S18	Corps' Correspondence	13	0.7	23	1.3	131	7.3	691	38.7	927	51.9	1785	100.0
Problem-Solving													
S19	Notifies Me of Problems	20	1.2	41	2.4	145	8.4	612	35.4	910	52.7	1728	100.0
S20	Timeliness Addressing Problems	20	1.1	55	3.2	186	10.7	647	37.2	833	47.8	1741	100.0
S21	Problem Resolution	24	1.4	71	4.1	164	9.4	655	37.7	825	47.4	1739	100.0
Overall													
S22	Overall Satisfaction	22	1.2	47	2.6	130	7.2	630	34.8	979	54.1	1808	100.0
S23	I Recommend the Corps	23	1.3	36	2.1	174	10.1	516	29.9	974	56.5	1723	100.0
S24	My Choice for Future Work	26	1.6	40	2.4	220	13.2	496	29.8	885	53.1	1667	100.0

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

Item/Scale	Customer		Stakeholder	
	Mean	n	Mean	n
-				
S1 Customer Focus	4.42	1254	4.42	565
S2 Listening to My Needs	4.47	1251	4.48	564
S3 Reliability	4.31	1248	4.40	564
S4 Treats Me as Team Member	4.54	1240	4.57	562
S5 Flexible to My Needs	4.36	1238	4.33	556
S6 Quality Products	4.32	1194	4.43	538
S7 Satisfying My Requirements	4.32	1169	4.27	523
S8 Responsiveness	4.54	1250	4.57	570
S9 Technical Competency	4.55	1245	4.64	564
S10 Managing Effectively	4.35	1221	4.41	552
S11 Timely Service	4.10	1221	4.23	549
S12 Meets My Schedule	4.07	1197	4.21	529
S13 Financial Info	4.21	1027	4.28	355
S14 Cost of Services	3.92	1021	4.05	349
S15 Focus on My Budget	4.15	1042	4.23	354
S16 Keeps Me Informed	4.35	1238	4.37	560
S17 Corps' Documents	4.38	1210	4.41	535
S18 Corps' Correspondence	4.39	1221	4.42	564
S19 Notifies Me of Problems	4.35	1188	4.38	540
S20 Timely Addressing Problems	4.25	1196	4.32	545
S21 Problem Resolution	4.26	1197	4.26	542
S22 Overall Satisfaction	4.36	1243	4.43	565
S23 I Recommend the Corps	4.35	1202	4.47	521
S24 My Choice for Future Work	4.27	1178	4.38	489
Attitude	4.42	1256	4.44	572
Services	4.33	1212	4.35	547
Staff	4.48	1252	4.54	573
Timeliness	4.09	1223	4.22	552
Cost	4.09	1102	4.20	404
Communication	4.37	1246	4.40	568
Problem Solving	4.28	1214	4.31	553
Overall	4.31	1246	4.41	567
Composite	4.32	1256	4.38	576

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

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

Table B-3: Scale Scores by Business Line

Scales		<u>Emerg Mgmt</u>	<u>Environ</u>	<u>Flood Ctrl</u>	<u>Nav</u>	<u>Rec</u>	<u>Water Qual</u>	<u>Other</u>	<u>Multiple</u>	<u>Total</u>
Attitude	Mean	4.38	4.35	4.39	4.47	4.55	4.69	4.43	4.42	4.42
	N	141	499	467	291	92	110	133	95	1828
Services	Mean	4.31	4.25	4.29	4.35	4.49	4.59	4.45	4.37	4.34
	N	135	476	456	283	87	104	127	91	1759
Staff	Mean	4.49	4.42	4.50	4.53	4.63	4.73	4.46	4.49	4.50
	N	140	499	467	291	91	109	133	95	1825
Timeliness	Mean	4.31	4.02	4.08	4.17	4.30	4.44	4.14	4.04	4.13
	N	136	490	453	282	89	108	129	88	1775
Cost	Mean	4.05	4.09	4.04	4.07	4.34	4.49	4.18	4.13	4.12
	N	105	420	392	238	63	103	110	75	1506
Communication	Mean	4.29	4.29	4.39	4.42	4.54	4.59	4.39	4.35	4.38
	N	139	496	464	288	91	110	132	94	1814
Problem Solving	Mean	4.26	4.22	4.26	4.32	4.45	4.60	4.30	4.29	4.29
	N	137	479	448	287	91	108	125	92	1767
Overall	Mean	4.40	4.22	4.29	4.39	4.55	4.63	4.35	4.40	4.34
	N	140	496	464	288	92	108	133	92	1813
Composite	Mean	4.34	4.26	4.31	4.37	4.51	4.61	4.36	4.34	4.34
	N	141	501	467	293	92	110	133	95	1832

Table B-4: Scale Scores by Phase

		Recon	Feasibility	PE&D	Construct	O&M	Multiple	Other/ NA	Total
Attitude	Mean	4.45	4.29	4.54	4.41	4.47	4.41	4.45	4.42
	N	46	295.00	206	446	413	184	238	1828
Services	Mean	4.27	4.18	4.48	4.30	4.37	4.33	4.44	4.34
	N	44	287.00	195	432	394	179	228	1759
Staff	Mean	4.57	4.38	4.60	4.47	4.56	4.47	4.51	4.50
	N	46	295.00	205	445	412	184	238	1825
Timeliness	Mean	4.11	3.81	4.30	4.13	4.23	4.04	4.26	4.13
	N	45	288.00	201	437	399	177	228	1775
Cost	Mean	4.14	3.94	4.27	4.07	4.20	4.12	4.20	4.12
	N	39	264.00	178	407	300	151	167	1506
Communication	Mean	4.44	4.27	4.49	4.35	4.44	4.36	4.37	4.38
	N	45	292.00	203	443	412	184	235	1814
Problem Solving	Mean	4.28	4.12	4.45	4.29	4.34	4.26	4.32	4.29
	N	42	284.00	199	434	407	177	224	1767
Overall	Mean	4.35	4.02	4.49	4.34	4.44	4.34	4.41	4.34
	N	45	292.00	204	443	412	181	236	1813
Composite	Mean	4.36	4.16	4.48	4.32	4.41	4.32	4.38	4.34
	N	46	295.00	206	446	416	184	239	1832

Mean >= 4.00 Green

3.00<=Mean<=3.99 Amber

Mean < 3.00 Red

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

Table B-5: Customer Responses by District by Year

District	2007		2008		2009		2010		2011		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
LRB	38	3.6	28	1.9	43	2.7	72	3.5	50	2.7	231	2.9
LRC	13	1.2	25	1.7	38	2.4	35	1.7	35	1.9	146	1.8
LRE	44	4.2	44	3.0	79	4.9	79	3.9	63	3.4	309	3.9
LRH	49	4.6	36	2.5	46	2.9	43	2.1	47	2.6	221	2.8
LRL	18	1.7	39	2.7	31	1.9	28	1.4	20	1.1	136	1.7
LRN	47	4.4	25	1.7	29	1.8	24	1.2	12	0.7	137	1.7
LRP	29	2.7	28	1.9	35	2.2	37	1.8	37	2.0	166	2.1
MVK	15	1.4	32	2.2	53	3.3	111	5.4	96	5.2	307	3.8
MVM	30	2.8	89	6.1	100	6.2	100	4.9	64	3.5	383	4.8
MVN	65	6.1	155	10.6	133	8.2	191	9.3	139	7.6	683	8.5
MVP	30	2.8	59	4.0	71	4.4	114	5.6	74	4.0	348	4.3
MVR	16	1.5	45	3.1	97	6.0	145	7.1	93	5.1	396	4.9
MVS	13	1.2	68	4.7	72	4.5	160	7.8	98	5.3	411	5.1
NAB	29	2.7	31	2.1	17	1.1	22	1.1	21	1.1	120	1.5
NAE	8	0.8	7	0.5	11	0.7	9	0.4	17	0.9	52	0.6
NAN	16	1.5	33	2.3	42	2.6	34	1.7	34	1.9	159	2.0
NAO	37	3.5	42	2.9	43	2.7	37	1.8	41	2.2	200	2.5
NAP	4	0.4	14	1.0	12	0.7	15	0.7	37	2.0	82	1.0
NWK	33	3.1	33	2.3	54	3.3	86	4.2	65	3.5	271	3.4
NWO	35	3.3	37	2.5	49	3.0	97	4.7	69	3.8	287	3.6
NWP	20	1.9	14	1.0	11	0.7	34	1.7	54	2.9	133	1.7
NWS	22	2.1	33	2.3	31	1.9	28	1.4	106	5.8	220	2.7
NWW	10	0.9	12	0.8	38	2.4	75	3.7	93	5.1	228	2.8
POA	16	1.5	19	1.3	26	1.6	30	1.5	31	1.7	122	1.5
POH	11	1.0	13	0.9	12	0.7	0	0.0	23	1.3	59	0.7
SAC	25	2.4	22	1.5	20	1.2	19	0.9	25	1.4	111	1.4
SAJ	17	1.6	79	5.4	72	4.5	64	3.1	31	1.7	263	3.3
SAM	43	4.1	38	2.6	30	1.9	45	2.2	45	2.5	201	2.5
SAS	35	3.3	21	1.4	25	1.5	27	1.3	25	1.4	133	1.7
SAW	84	7.9	46	3.2	38	2.4	23	1.1	25	1.4	216	2.7
SPA	16	1.5	13	0.9	24	1.5	15	0.7	10	0.5	78	1.0
SPK	35	3.3	64	4.4	53	3.3	63	3.1	83	4.5	298	3.7
SPL	43	4.1	57	3.9	57	3.5	56	2.7	35	1.9	248	3.1
SPN	19	1.8	31	2.1	21	1.3	26	1.3	22	1.2	119	1.5
SWF	27	2.5	53	3.6	37	2.3	24	1.2	29	1.6	170	2.1
SWG	30	2.8	25	1.7	28	1.7	46	2.2	48	2.6	177	2.2
SWL	22	2.1	28	1.9	21	1.3	19	0.9	21	1.1	111	1.4
SWT	16	1.5	21	1.4	15	0.9	13	0.6	17	0.9	82	1.0
Total	1060	100.0	1459	100.0	1614	100.0	2046	100.0	1835	100.0	8014	100.0

Table B-6: Scale Scores by Survey Year

Scale	2007		2008		2009		2010		2011		Total	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
Attitude	4.38	1058	4.38	1455	4.39	1606	4.39	2042	4.42	1828	4.39	7989
Services	4.29	1024	4.26	1390	4.30	1534	4.31	1944	4.34	1759	4.30	7651
Staff	4.43	1055	4.43	1452	4.46	1603	4.46	2033	4.50	1825	4.46	7968
Timeliness	3.94	1041	3.92	1429	4.01	1575	4.08	2001	4.13	1775	4.03	7821
Cost	4.01	938	3.97	1275	4.02	1401	4.02	1695	4.12	1506	4.03	6815
Communication	4.33	1053	4.32	1447	4.35	1600	4.35	2026	4.38	1814	4.35	7940
Problem-Solving	4.22	1032	4.23	1411	4.28	1545	4.25	1974	4.29	1767	4.26	7729
Overall	4.26	1051	4.25	1443	4.30	1596	4.30	2043	4.34	1813	4.29	7946
Composite	4.26	1059	4.25	1455	4.29	1609	4.29	2045	4.34	1832	4.29	8000

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

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

Table B-7: Item Scores by Survey Year⁶

Scale/Item	2007		2008		2009		2010		2011		Total	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
Attitude												
S1 Customer Focus	4.36	1056	4.38	1450	4.40	1597	4.39	2029	4.42	1819	4.39	7951
S2 Listening to My Needs	4.48	1055	4.47	1448	4.48	1599	4.46	2028	4.48	1815	4.47	7945
S3 Reliability	4.23	1050	4.23	1445	4.28	1595	4.29	2028	4.34	1812	4.28	7930
S4 Treats Me as Team Member	4.55	1046	4.54	1439	4.52	1587	4.52	2016	4.55	1802	4.53	7890
Products & Services												
S5 Flexible to My Needs	4.29	1044	4.27	1432	4.30	1580	4.30	2000	4.35	1794	4.30	7850
S6 Quality Products	4.28	1003	4.26	1375	4.31	1508	4.34	1916	4.36	1732	4.31	7534
S7 Satisfying My Requirements	4.31	994	4.26	1347	4.30	1482	4.29	1870	4.31	1692	4.29	7385
Corps Staff												
S8 Responsiveness	4.47	1049	4.49	1446	4.51	1596	4.50	2030	4.55	1820	4.51	7941
S9 Technical Competency	4.56	1044	4.55	1442	4.56	1586	4.55	2014	4.58	1809	4.56	7895
S10 Managing Effectively	4.24	1022	4.24	1410	4.32	1559	4.32	1984	4.37	1773	4.31	7748
Timeliness												
S11 Timely Service	3.95	1036	3.94	1424	4.01	1569	4.08	1994	4.14	1770	4.04	7793
S12 Meets My Schedule	3.94	1018	3.90	1399	4.00	1535	4.06	1953	4.11	1726	4.01	7631
Cost & Affordability												
S13 Financial Info	4.12	885	4.09	1209	4.14	1275	4.16	1548	4.23	1382	4.15	6299
S14 Cost of Services	3.80	873	3.75	1190	3.80	1270	3.80	1533	3.95	1370	3.82	6236
S15 Focus on My Budget	4.10	873	4.05	1201	4.10	1281	4.06	1555	4.17	1396	4.10	6306
Communication												
S16 Keeps Me Informed	4.30	1051	4.30	1436	4.34	1595	4.33	2022	4.36	1798	4.33	7902
S17 Corps' Documents	4.34	1010	4.34	1397	4.37	1544	4.37	1952	4.39	1745	4.36	7648
S18 Corps' Correspondence	4.34	1036	4.34	1424	4.36	1578	4.36	1990	4.40	1785	4.36	7813
Problem-Solving												
S19 Notifies Me of Problems	4.32	1006	4.31	1379	4.37	1512	4.34	1923	4.36	1728	4.34	7548
S20 Timeliness Addressing Problems	4.18	1007	4.17	1393	4.22	1519	4.21	1934	4.27	1741	4.22	7594
S21 Problem Resolution	4.18	1013	4.20	1389	4.23	1516	4.21	1936	4.26	1739	4.22	7593
Overall												
S22 Overall Satisfaction	4.30	1049	4.29	1439	4.35	1590	4.35	2020	4.38	1808	4.34	7906
S23 I Recommend the Corps	4.30	1012	4.29	1396	4.33	1535	4.32	1934	4.38	1723	4.33	7600
S24 My Choice for Future Work	4.21	981	4.18	1368	4.23	1486	4.23	1866	4.30	1667	4.23	7368

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

⁶ Items in **bold** are statistically significant at $\alpha = .05$.

APPENDIX C

Customer Agencies by District

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRB	1	Cuyahoga County Planning Commission
	2	CITY OF PARMA
	3	Defiance County
	4	Village of Depew
	5	Comm. of Pa., DCNR, Presque Isle State Park,
	6	NYS Canal Corporation
	7	USCG - MSU CLEVELAND
	8	City of Cleveland
	9	City of Brunswick, Ohio
	10	Buffalo Niagara Riverkeeper
	11	Portage County Water Resources Department
	12	Local Government
	13	Geauga County Department of Water Resources
	14	Hancock County
	15	USDA
	16	Village of Polk
	17	Madison Township
	18	Ohio DNR
	19	Northwestern Water and Sewer District
	20	Village of Ottawa
	21	Erie County Department of Public Works
	22	Stantec Consulting Services Inc.
	23	City of Akron
	24	Village of Valley View
	25	City of Independence, OH
	26	City of Buffalo, Dept of Public Works
	27	University of Toledo
	28	Partners for Clean Streams
	29	Ohio DNR
	30	City of Syracuse
	31	City of Syracuse
	32	New York State Canal Corporation
	33	Niagara County SWCD
	34	Livingston County Tourism Office
	35	Rochester Gas & Electric
	36	NYS Department of Environmental Conservation
	37	New York Power Authority
	38	New York Powere Authoirty
	39	Toledo-Lucas County Port Authority
	40	US Coast Guard Sector Buffalo
	41	Lorain Port Authority
	42	City of Toledo
	43	Town of Newfane
	44	Environment Canada
	45	Steuben SWCD

District	Count	Agency
LRB	46	NYS Office of Parks, Recreation, & Historic Preservation
	47	Lake County Stormwater Management Dept.
	48	Cattaraugus County
	49	Town of Hume
	50	Cattaraugus County DPW
LRC	1	LaPorte County Parks
	2	Hammond Port Authority
	3	Village of Riverside
	4	IL DNR
	5	Chicago Botanic Garden
	6	City of Chicago Department of Transportation
	7	Metropolitan Water Reclamation District of Greater Chicago
	8	Little Calumet River Basin Development Commission
	9	Town of Griffith, Indiana
	10	Village of Mount Prospect
	11	City of Prospect Heights
	12	Lake County Forest Preserve District
	13	City of Portage, Indiana
	14	McHenry County Conservation District
	15	Forest Preserve District of Cook County
	16	Chicago Park District
	17	Lake County Forest Preserves
	18	Chicago Department of Public Health
	19	Park District of Highland Park
	20	Metropolitan Water Reclamation District of Greater Chicago
	21	lake county stormwater management
	22	Will County Land Use
	23	Southeastern Wisconsin Regional Planning Commission
	24	Kenosha County
	25	Illinois Department of Natural Resources, Office of Water Resources
	26	Highland Fire Dept
	27	Lake County Forest Preserve District
	28	Lafarge North America
	29	Michigan City Port Authority
	30	IIPD
	31	U.S. Coast Guard
	32	Hanson Material Service
	33	Wendela Sightseeing Company, Inc.
	34	Lake County Forest Preserve District
	35	Wetlands Research Inc.
LRE	1	Drummond Sanitary District No. 1
	2	Village of Poplar, Wisconsin
	3	becher hoppe associates, inc.
	4	Town of La Pointe
	5	City of Aurora
	6	MSA Professional Services

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRE	7	Town of Port Wing
	8	Proctor Public Utilities
	9	City of Ashland
	10	City of Bayfield
	11	City of Duluth
	12	Genesee County Drain Commissioners Office
	13	Oakland County Water Resources Commission
	14	City of Cloquet, MN
	15	Cooper Engineering
	16	Town of Port Wing
	17	St. Louis County Public Works Dept.
	18	Town of Russell
	19	MN DNR
	20	University of Minnesota Duluth, Natural Resources Research Institute
	21	City of Portage, IN
	22	Village of Mount Pleasant
	23	Michigan Department of Natural Resources
	24	Great Lakes Fishery Commission
	25	U. S. Steel - Keetac
	26	USFWS
	27	City of Frankenmuth
	28	IDNR
	29	City of Elkhart
	30	Wisconsin Department of Natural Resources
	31	FRENCHTOWN CHARTER TOWNSHIP RESORT DISTRICT AUTHORITY
	32	Wayne County Dept Public Services, Water Quanlity Management Div
	33	Northwestern Michigan College
	34	mmsd
	35	Duluth Seaway Port Authority
	36	LAKE CARRIERS^ ASSOCIATION
	37	Calhoun Conservation District
	38	Sheboygan County
	39	City of Sheboygan
	40	Minnesota Department of Natural Resources
	41	Milchigan Department of Environmental Quality
	42	Michigan Department of Natural Resources
	43	Macomb County Public Works
	44	De Pere
	45	Oneida Tribe in Wisconsin
	46	US Coast Guard
	47	Fox River Nav. System Authority
	48	Sebewaing River Intercounty Drain Board
	49	Cloverland Electric Cooperative
	50	Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg
	51	Holland Board of Public Works
	52	Sault Ste Marie International Bridge Administration

<u>District</u>	<u>Count</u>	<u>Agency</u>
	53	Bay Port Chamber of Commerce
	54	Saginaw River Alliance, Sargent Docks and Terminal
	55	Great Lakes Small Harbors Coalition
	56	Saugatuck-Douglas Convention & Visitors Bureau
	57	Brown County
	58	St. Joseph River Harbor Authority - Berrien County
	59	City of Muskegon
	60	Chippewa County Emergency Management
	61	Detroit/Wayne County Port Authority
	62	Port of Milwaukee
	63	Fond du Lac Reservation
LRH	1	Ohio Emergency Management Agency
	2	Town of Boone, NC
	3	cowen psd
	4	Troublesome Creek Environmental Authority/KRADD
	5	Village of Dalton, Ohio
	6	LINCOLN PSD
	7	Stark County Sanitary Engineering Department
	8	City of Barberton Ohio
	9	mccreary county water district
	10	Virginia Department of Emergency Management
	11	RCAP
	12	Logan County Public Service District
	13	Town of East Bank W V
	14	Region I Planning & Development Council
	15	Northern Jackson County Public Service District
	16	Eastern Kentucky PRIDE, Inc.
	17	fayette county engineers office
	18	Poca Sanitary Board
	19	McDowell County Commission/McDowell County CIAD
	20	Logan County Commission
	21	Buchanan County Va.
	22	Town of Grundy
	23	Virginia Department of Transportation
	24	Dickenson County Board of Supervisors
	25	Big Sandy Area Development District
	26	IDA of Dickenson County Virginia
	27	City of Hinton
	28	Muskingum Watershed Conservancy District
	29	County Commissioners
	30	Pike County Fiscal Court
	31	City of Parkersburg
	32	WV State Water Festival & New River Community Partners
	33	The Ohio State University Extension
	34	WVDOH
	35	Village of Zoar

District	Count	Agency
	36	WV DHSEM
	37	Huntington District Waterways Association
	38	City of Marysville
	39	Town of Hartford
	40	Dunn Engineers, Inc.
	41	Coshocton County Commissioners
	42	City of Louisville, Ohio
	43	Mountain Water District
	44	The Nature Conservancy
	45	USFWS
	46	Upper Guyandotte Watershed Association
	47	City of Huntington
LRL	1	Indiana Dept of Natural Resources
	2	City of Cincinnati
	3	City of Indianapolis
	4	Clark State Community College
	5	Southbank Partners
	6	Louisville and Jefferson County Metropolitan Sewer District
	7	Louisville MSD
	8	Kentucky Dept. of Fish & Wildlife Resources
	9	Kentucky Department of Fish and Wildlife Resources
	10	Kentucky Dept. of Fish & Wildlife Resources
	11	City of Bardstown
	12	Village of Yellow Springs
	13	Mercer County
	14	jeffersonville clarksville flood control
	15	City of Dayton, Ohio
	16	Municipality
	17	Louisville Metro Parks
	18	City of Calhoun
	19	Kentucky Waterways Alliance
	20	KY cabinet for Economic Development
LRN	1	City of Maryville, TN
	2	Harlan County Fiscal Court
	3	City of Bristol TN
	4	Metro Water Services
	5	City of Chattanooga
	6	Tennessee Historical Commission
	7	FEMA/State/Metro Mapping
	8	Tennessee Emergency Management Agency (TEMA)
	9	Kentucky Dept of Fish and Wildlife Resources
	10	Tennessee Department of Transportation
	11	City of Asheville
	12	Tennessee Duck River Development Agency
LRP	1	Alpha Associates, Incorporated
	2	Chartiers Township

<u>District</u>	<u>Count</u>	<u>Agency</u>
	3	KLH Engineers, Inc.
	4	Fayette Engineering Co., Inc.
	5	ALCOSAN
	6	Trumbull County Sanitary Engineers
	7	Bankson Engineers, Inc.
	8	Chartiers Valley District Flood Control Authority
	9	Chartiers Valley District Flood Control Authority
	10	City of jeannette
	11	Domtar Paper Mill
	12	Municipal Authority of Westmoreland County
	13	Western PA Conservancy
	14	The Nature Conservancy
	15	County of Armstrong
	16	Jackson Township Water Authority
	17	Trumbull County Sanitary Engineers
	18	Mountain Water Association
	19	The EADS Group.com
	20	PWSA
	21	UAJSA
	22	Mahoning County Metropolitan Sewer District
	23	pwsa
	24	Senate Engineering Company
	25	Port of Pittsburgh Commission
	26	Ingram Barge Company
	27	Ohiopyle Borough
	28	Fairchance Borough
	29	German Township Sewer Authority
	30	City of Washington
	31	Widmer Engineering Inc.
	32	Gibson-Thomas Engineering Co., Inc.
	33	GPD Group/City of Campbell
	34	Widmer Engineering
	35	Borough of Lincoln
	36	Gannett Fleming, Inc.
	37	Freeport Borough
MVK	1	City of Pascagoula
	2	City of Ocean Springs
	3	City of Columbus
	4	Coahoma County
	5	Philadelphia Utilities
	6	City of Hattiesburg
	7	West Rankin Utility Authority
	8	Culkin Water District
	9	City of Macon
	10	Shows, Dearman & Waits
	11	City of Olive Branch

<u>District</u>	<u>Count</u>	<u>Agency</u>
	12	City of McComb Mississippi
	13	La. Coastal Protection & Restoration Authority
	14	Pearl River Basin Development District
	15	Avoyelles Parish Police Jury
	16	Rankin-Hinds Pearl River Flood and Drainage Control District
	17	State of Arkansas / Arkansas Red River Commission
	18	Arkansas Waterways Commission
	19	Soil and Water Conservation District
	20	Vicksburg
	21	Bossier Levee District
	22	YMD Joint Water Management District
	23	Boeuf-Tensas Regional Irrigation Water Distribution District
	24	Central Arkansas Water
	25	Mid Arkansas Water Alliance (MAWA)
	26	Ouachita River Water
	27	City of Shreveport
	28	City of Natchez
	29	City of Tupelo Mississippi
	30	Mississippi Department of Wildlife, Fisheries and Parks
	31	Arkansas Game & Fish Commission
	32	City of Wiggins
	33	City of Port Gibson
	34	Fifth La Levee District
	35	Mississippi Levee Board
	36	Fifth Louisiana Levee Board
	37	Fifth Louisiana Levee Board
	38	Fifth Louisiana Levee Board
	39	LA Department of Wildlife and Fisheries
	40	Red River Valley Association
	41	Red River Levee District #1
	42	Red River Waterway Commission
	43	GOHSEP
	44	MS Emergency Management Agency
	45	U.S. Fish and Wildlife Service
	46	LMRCC & U. S. Fish and Wildlife Service
	47	USFWS
	48	Mississippi Department of Wildlife, Fisheries, and Parks
	49	U.S. Fish & Wildlife Service
	50	FEMA, Region 6
	51	National Weather Service
	52	National Weather Service
	53	Waggoner Engineering, Inc
	54	Mississippi Department of Environmental Quality
	55	DHS/FEMA Region IV
	56	MS Dept of Environmental Quality
	57	FEMA. R6 Mitigation

<u>District</u>	<u>Count</u>	<u>Agency</u>
	58	MS Department of Environmental Quality
	59	owner
	60	River Boat Captain
	61	Southeast Arkansas Levee District
	62	Tensas Basin Levee District
	63	Chicot-Desha Metropolitan Port Authority
	64	Ouachita River Valley Association
	65	Rosedale-Bolivar County Port Commission
	66	Lake Providence Port Commission
	67	Warren County Port Commission
	68	Port of Greenville
	69	Oxford-Lafayette County Chamber & Economic Development Fndn.
	70	Grenada Tourism Commission
	71	r
	72	Mountain Harbor Resort, Iron Mountain, and Self Creek Lodge & Marina
	73	Tate County Economic Development Foundation
	74	Grenda County Tourism Commission
	75	DeSoto County Economic Development Council
	76	City of Water Valley
	77	DeGray Lake Resort State Park
	78	Pearlington Water & Sewer District
	79	CITY OF FOREST
	80	City of Biloxi
	81	Jackson County Utility Authority
	82	Pearl River Valley Water Supply District
	83	Digital Engineering
	84	Neel-Schaffer, Inc.
	85	Hiwannee Water Association
	86	Town of Cruger
	87	City of Forest Publics Works
	88	City of Greenwood
	89	City of Richton
	90	Pearl River County
	91	City of Vicksburg
	92	City of Moss Point
	93	Bayou Meto Water Mgmt District
	94	Bayou Meto Water Mgmt District
	95	repides parish police jury
	96	Rapides Parish Police Jury
MVM	1	City of East Prairie, MO
	2	City of Cairo
	3	Cairo Drainage District/Alexander County, IL
	4	ST. JOHN^S BAYOU BASIN DRAINAGE DISTRICT
	5	County Commission
	6	Consolidated Drainage District #1
	7	West Tennessee Basin Authority

<u>District</u>	<u>Count</u>	<u>Agency</u>
	8	White river irrigation district
	9	White River Irrigation District
	10	DeSoto County Regional Utility Authority
	11	City of Millington - Office of Planning & Economic Development
	12	Bayou Meto Water Mgmt District
	13	Bayou Meto Water Mgmt District
	14	The Nature Conservancy
	15	Mississippi River Corridor - Tennessee
	16	White River Coalition
	17	City Of Germantown, Tennessee
	18	The Nature Conservancy
	19	Arkansas Waterways Commission
	20	The Nature Conservancy
	21	Helena-West Helena-Phillips County Port Authority
	22	St Francis Levee District of Missouri
	23	Shelby County
	24	Arkansas Natural Resources Commission
	25	Arkansas Game & fish Commission
	26	Fulton County Levee Board
	27	Dyer County Levee & Drainage District #1 (Dyer County Tennessee
	28	Prairie County Office of Emergency Management
	29	SEMA
	30	city of des arc, ar
	31	Missouri Department of Conservation
	32	U.S. Fish & Wildlife Service
	33	DUCKS UNLIMITED
	34	Kentucky Division of Water
	35	US Fish and Wildlife Service
	36	Town of Collierville
	37	Kentucky Department of Fish and Wildlife Resources
	38	Mississippi Department of Wildlife, Fisheries, and Parks
	39	University of Arkansas at Pine Bluff (UAPB)
	40	Tennessee Wildlife Resources Agency
	41	US Fish and Wildlife Service
	42	USGS
	43	USCG
	44	Region 6, FEMA
	45	Roscofp and Roscofp,P.A.
	46	Fulton County Board of Levee Commissioners
	47	Drainage District 7
	48	Laconia Circle Drainage District
	49	Clay-Greene County St Francis River District
	50	U. S. Fish and Wildlife Service x Lower MS River Conservation Committee
	51	Northwest Tennessee Regional Port Authority
	52	New Madrid County Port Authority
	53	Hickman - Fulton Co. Riverport Authority

<u>District</u>	<u>Count</u>	<u>Agency</u>
	54	City of New Madrid
	55	Pemiscot County Port Authority
	56	Poinsett Rice operator of Osceola River Port
	57	Lake County Levee Boards
	58	Levee District No.2 of Scott County, MO
	59	Riverfront Development Corporation
	60	CITY OF SOUTHAVEN
	61	City of Jonesboro, Arkansas
	62	City of Horn Lake
	63	East Arkansas Enterprise Community (EAEC), Inc.
	64	Lower Mississippi River Conservation Committee
MVN	1	Town of Berwick, LA
	2	Pontchartrain Levee District
	3	City of Baton Rouge and Parish of East Baton Rouge Planning Commission
	4	S&WB of N O
	5	Sewerage and Water Board of New Orleans
	6	Pontchartrain Levee District
	7	ST CHARLES PARISH PUBLIC WORKS
	8	City of Morgan City
	9	CPRA
	10	jefferson parish
	11	Jefferson Parish
	12	Port of New Orleans
	13	Plaquemines Parish Government
	14	U.S. EPA - Region 6
	15	Pointe Coupee Parish Police Jury
	16	Pointe Coupee Parish Police Jury
	17	Stream Wetland Services LLC
	18	Vermilion
	19	Vermilion Corporation
	20	Lake Pontchartrain Basin Foundation
	21	U.S. Geological Survey
	22	LA Dept. of Natural Resources - Office of Coastal Management
	23	Barataria-Terrebonne National Estuary Program
	24	Coastal Protection and Restoration Authority of Louisiana
	25	Coastal Protection and Restoration Authority of Louisiana
	26	CPRA
	27	CPRA
	28	CPRA
	29	LA Coastal Protection and Restoration Authority
	30	Jefferson Parish Dept. of Environmental Affairs
	31	Vermilion Parish Police Jury
	32	Pontchartrain Levee District
	33	Pontchartrain Levee District
	34	St. Charles Parish
	35	Calcasieu Parish Police Jury

<u>District</u>	<u>Count</u>	<u>Agency</u>
	36	City of Sildell
	37	St Tammany Parish Engineering
	38	Lafourche Basin Levee District
	39	Port of Morgan City
	40	DOTD
	41	DOTD
	42	EPA
	43	Southern University System
	44	St Mary Levee District
	45	City of New Orleans
	46	USDA-NRCS
	47	USDA NRCS
	48	US Fish and Wildlife Service
	49	Orleans Levee District
	50	Terrebonne Port Commission
	51	St. Mary Parish Government
	52	Terrebonne Parish Consolidated Government
	53	TOWN OF BERWICK
	54	DEPT OF CORRECTONS - LA. STATE PENITENTIARY
	55	West Calcasieu Port
	56	Atchafalaya Basin Levee District
	57	St. Mary Levee District
	58	Fifth La Levee District
	59	St.Charles Parish Gov.
	60	RRABB
	61	U.S. Coast Guard
	62	USCG
	63	CITGO Petroleum Corporation
	64	port
	65	Red River Valley Association
	66	Lake Charles Harbor and Terminal District
	67	United States Coast Guard
	68	U.S. Coast Guard Marine Safety Unit Morgan City
	69	Gulf Intracoastal Canal Association
	70	Marine Fueling Service, Inc
	71	Luhr Bros., Inc
	72	McDermott, Inc.
	73	USCG Marine Safety Unit Lake Charles
	74	Calcasieu River Harbor Safety Committee
	75	teche-vermilion fresh water district
	76	Red River Waterway Commission
	77	GICA
	78	PORT OF NEW ORLEANS
	79	Associated Federal Pilots of Louisiana
	80	CRESCENT RIVER PORT PILOTS^ ASSOCIATION
	81	Big River Coalition

District	Count	Agency
	82	BOARD OF COMMISSIONERS OF THE PORT OF NEW ORLEANS
	83	Louisiana Hydroelectric
	84	Towing Company
	85	Bar Pilots
	86	New Orleans Baton Rouge Pilots
	87	AEP River Operations/ Maritime Navigation Safety Association
	88	Bunge North America
	89	Moran-Gulf Shipping Agencies
	90	LNG
	91	USCG
	92	LADOTD
	93	CPRA
	94	CPRA
	95	CALCASIEU PARISH POLICE JURY
	96	JEFFERSON DAVIS PARISH POLICE JURY
	97	City of Hammond, LA
	98	Beauregard Parish Police Jury
	99	Tangipahoa Parish Government
	100	City of Broussard
	101	St. Tammany Parish Government
	102	Ascension Parish Government
	103	CITY OF SCOTT
	104	St. Landry Parish Government
	105	City of DeQuincy
	106	Calcasieu Parish Police Jury
	107	Lafourche Parish Government
	108	Town of Welsh LA
	109	CITY OF DEQUINCY
	110	Lafayette Consolidated Government
	111	city of jennings
	112	Public Works Department for the City of Bogalusa, Louisiana 70427
	113	Calcasieu Parish Police Jury
	114	CWPPRA
	115	Avoyelles Parish Police Jury
	116	Tangipahoa Parish Government
	117	Allen Parish Police Jury
	118	Vernon Parish Police Jury
	119	Vermilion Parish Police Jury
	120	City of DeQuincy
	121	Tangipahoa Parish Government
	122	Livingston Parish Permit Office
	123	Tangipahoa Parish Permit Office
	124	Rapides Area Planning Commission
	125	City of Zachary
	126	Evangeline Parish Police Jury
	127	St. Helena Parish Police Jury

<u>District</u>	<u>Count</u>	<u>Agency</u>
	128	Acadia Parish Homeland Security & Emergency Preparedness
	129	IBERIA PARISH GOVERNMENT
	130	West Feliciana Parish PoliceJury
	131	CITY OF bREAUX BRIDGE
	132	City of New Iberia
	133	City of Baker
	134	Town of Mamou
	135	Terrebone Levee & Conservation District
	136	Assmption Parish Police Jury
	137	City of Walker
	138	CPRA
	139	ascension parish government
MVP	1	City of Minnewaukan
	2	City of Crookston
	3	City of Breckenridge
	4	City of Roseau
	5	City of Roseau
	6	City of Wahpeton
	7	City of Hackensack
	8	North Prairie Rural Water
	9	Gordon Sanitary District
	10	Wisconsin Dept. of Natural Resources
	11	Leech Lake Band of Ojibwe
	12	Garrison Kathio West Mille Lacs Lake Sanitary District
	13	Chisago County
	14	Village of Butternut
	15	Mercer Sanitary Dist. #1
	16	Red Lake Watershed District
	17	Minneaota DNR
	18	Sand Hill River Watershed District
	19	City of Moorhead
	20	Buffalo-Red River Watershed District
	21	International Water Institute
	22	ND Water Commission
	23	JMB Engineering, LLC
	24	ND Game & Fish Department
	25	Upper Sheyenne River Joint Water Resource Board
	26	Middle Snake Tamarac Rivers Watershed District
	27	City of Fargo
	28	MNDNR
	29	City of Fargo
	30	Cass County Government
	31	Widseth Smith Nolting
	32	Houston Engineering
	33	Red River Basin Commission
	34	Grand Forks Co. Water Recource District

<u>District</u>	<u>Count</u>	<u>Agency</u>
	35	Houston Engineering, Inc.
	36	Hennepin County
	37	Sherburne County Public Works
	38	State Historical Society of North Dakota
	39	MPCA
	40	Wisconsin Department of Natural Resources
	41	US Fish and Wildlife Service
	42	ND State Water Commission
	43	North Dakota State Water Commission
	44	Minnesota Pollution Control Agency
	45	North Dakota State Water Commission
	46	MN DNR
	47	Ransom County
	48	City of Minot
	49	Barnes County Emergency Management
	50	Ward County
	51	City of Fargo
	52	CLAY COUNTY SHERIFF^S OFFICE
	53	City of St. Paul
	54	Wisconsin Emergency Management
	55	Washington County
	56	NOAA/NWS - Twin Cities MN
	57	State of Minnesota
	58	Minnesota Dept of Natural Resources
	59	usda-nrcs
	60	FEMA
	61	USGS
	62	USCG
	63	Ho-Chunk Nation
	64	LMRWD
	65	MN Dept of Transportation
	66	Upper Mississippi Waterway Association
	67	Iowa DNR
	68	Wisconsin Department of Natural Resources
	69	City of Stillwater
	70	City of Montevideo
	71	US Fish and Wildlife Service
	72	Minnesota Department of Natural Resources
	73	Valley City
	74	Moore Engineering
MVR	1	Iowa Department of Natural Resources
	2	Oswegoland Park District
	3	Iowa Department of Natural Resources
	4	Heartland Water Resources Council
	5	City of Davenport, Iowa
	6	City of Davenport, Iowa

<u>District</u>	<u>Count</u>	<u>Agency</u>
	7	City of Muscatine
	8	Iowa American Water
	9	Iowa American Water
	10	USGS-Iowa Water Science Center
	11	City of Fort Dodge
	12	University of Illinois; State Water Survey
	13	City of Pekin
	14	Clark co govt
	15	Cedar County
	16	City of Cedar Rapids, Iowa
	17	City of Perry, Iowa
	18	Gooselake Township Road District
	19	Village of Matherville
	20	City of Rockford, IL
	21	IDNR
	22	USFWS
	23	The Nature Conservancy
	24	MO Dept. of Conservation
	25	Iowa DNR
	26	Iowa DNR
	27	Illinois Department of Natural Resources, Office of Water Resources
	28	The Nature Conservancy
	29	City of East Moline
	30	Upper Mississippi River Basin Association
	31	dechrist@usgs.gov
	32	USDA Natural Resources Conservation Service
	33	NRCS
	34	Village of Andalusia
	35	Village of Cassville
	36	City of Galena
	37	INDIAN GRAVE DRAINAGE DISTRICT
	38	Mississippi Fox Levee District
	39	City of Rock Island
	40	Village of Andalusia
	41	City of Camanche
	42	Bay Island Drainage District # 1
	43	City of Savanna, IL
	44	Green Bay Levee and Water District
	45	
	46	Village of Albany
	47	Henderson County Drainage district number 1
	48	City of Fulton
	49	City of Sabula
	50	City of Dubuque
	51	City of Dubuque
	52	Sny Island Levee Drainage District

<u>District</u>	<u>Count</u>	<u>Agency</u>
	53	USFWS
	54	US Geological Survey
	55	Iowa Department of Natural Resources
	56	Illinois Department of Natural Resources
	57	Iowa Department of Natural Resources
	58	Iowa DNR
	59	City of Polk City
	60	Iowa Homeland Security and Emergency Management Division
	61	State of Iowa
	62	Illinois Dept of Natural Resources
	63	Illinois State Water Survey
	64	Illinois Emergency Management Agency
	65	Horicon National Wildlife Refuge
	66	City of Rock Island
	67	Wisconsin Department of Natural Resources
	68	City of Rock Island, Public Works Department
	69	City of Moline
	70	City of Moline, Public Works
	71	IIHR - Hydroscience and Engineering
	72	Iowa DNR
	73	Habitat Solutions NA
	74	Hanson Material Service
	75	MWRDGC
	76	Alter Logistics
	77	Florida Marine Transporters
	78	City of Keokuk, Iowa
	79	Marquette Transportation and River Action Committee
	80	Heart of Illinois Regional Port District
	81	American River Transportation Company
	82	RIAC/ Kirby
	83	National Waterways Conference
	84	Artco Fleeting Service
	85	US Coast Guard
	86	Artco
	87	Waterways Council, Inc.
	88	Peoria Area Mountain Bike Association aka. PAMBA
	89	Canal Corridor Association
	90	Starved Rock Lodge and Conference Center
	91	City of Cedar Rapids, Iowa
	92	Shell Rock River Watershed District
	93	Upper Mississippi Illinois Missouri Rivers Association
MVS	1	Gary Elvestad & Associates
	2	USFWS
	3	Missouri Department of Conservation
	4	City of Valley Park, MO
	5	MESD

<u>District</u>	<u>Count</u>	<u>Agency</u>
	6	McKinney Associates
	7	Southwestern Illinois Flood Prevention District
	8	Valley Park, MO Levee Flood Protection Project
	9	Twin City Levee Commission
	10	city of cape girardeau
	11	Wood River Drainage and Levee District
	12	Alexander County Emergency Management
	13	Anonymous
	14	City of Chesterfield, MO
	15	Monarch-Chesterfield Levee District
	16	Lange-Stegmann Company
	17	Magnolia Marine Transport Company
	18	Waterways Council, Inc
	19	Artco
	20	Metropolitan St. Louis Sewer District
	21	City of Belleville, Illinois
	22	Eagle Park Sanitary Sewers
	23	City of Belleville
	24	Tri-City Regional Port District
	25	USFWS
	26	Illinois department of Natural Resources Miss. River Area
	27	Missouri Department of Conservation
	28	Missouri Department of Conservation
	29	Missouri Department of Conservation
	30	Illinois Emergency Management Agency
	31	NEMO River Valley Chapter, Show-Me MO Back Country Horsemen
	32	Illinois Dept. of Natural Resources
	33	Whitetail Unlimited
	34	Mark Twain Bassmasters
	35	National Great Rivers Research and Education Center
	36	IDNR
	37	Lake Shelbyville
	38	Illinois Trappers Association
	39	Southwestern Power Administration
	40	Kirby/ Riac
	41	Luhr bros.,Inc- contractor
	42	Kaskaskia Regional Port District
	43	Mississippi Water Trail Association
	44	quincy area safety council, inc.
	45	Tradewinds Marina
	46	Kiwanis Club of Benton Foundation
	47	Experience Works
	48	Gateway Off Road Cyclists
	49	Metro East Park and Recreation District
	50	CIMBA
	51	Illinois Department of Natural Resources-Law Enforcement Division

<u>District</u>	<u>Count</u>	<u>Agency</u>
	52	Shelbyville, Illinois Police Dept.
	53	boat works
	54	BARRETT^S RESORT
	55	PSBA
	56	Lake Volunteers Association
	57	Shelby County Soil and Water Conservation District and Heartland of Illinois RC&D
	58	Il. Dept. of Natural Resources
	59	Radio Host
	60	Ralls County historical Society
	61	Central Illinois Sportsmen for Outdoor Accessibility
	62	Lake Wappapello State Park
	63	Sullivan Chamber & Economic Development
	64	General Dacey Trail Committee
	65	USCG Auxiliary
	66	Lithia Springs Marina
	67	Tri-City Commission
	68	ICDC
	69	HeartLands Conservancy
	70	Moultrie County Sheriff
	71	US Fish & Wildlife Service
	72	County of Franklin
	73	Gem City Rock Club
	74	Mark Twain Lake Sailing Association
	75	Rend Lake Marina
	76	Department on Natural Resources, Missouri State Parks
	77	Rend Lake Resort, Inc.
	78	Missouri National Guard
	79	IDNR
	80	MARK TWAIN LAKE CHAMBER OF COMMERCE
	81	Benton/West City Economic Development Corporation
	82	Sundowner Marine
	83	Blackjack Marina
	84	St. Charles County Parks and Recreation
	85	Shelbyville Garden Club
	86	City of Carlyle, City Hall
	87	Mark Twain Lake VERCC
	88	Clarence Cannon Wholesale Water Commission
	89	Alton Regional CVB
	90	Alton Regional CVB
	91	The Audubon Center at Riverlands
	92	Kaskaskia Watershed Association
	93	Illinois Department of Nature Resources, Office of Water Resources
	94	Madison County Planning & Development
	95	Fish Lake LD
	96	Missouri Department of Natural Resources
	97	City of Sullivan

District	Count	Agency
	98	Upper Mississippi, Illinois, & Missouri Rivers Association
NAB	1	Beale Township
	2	Highridge Water Authority
	3	U.S. National Park Service
	4	Ursina Borough
	5	Maryland Department of Natural Resources
	6	Maryland Department of Natural Resources
	7	MDE
	8	Anacostia Watershed Restoration Partnership
	9	Arlington County DES
	10	DPW&T - PRINCE GEORGE^S COUNTY GOV
	11	Hyndman Borough
	12	ST. MARY^S COUNTY DPW&T
	13	M-NCPPC
	14	Susquehanna River Basin Commission
	15	PRINCE GEORGE^S COUNTY GOVERNMENT, MARYLAND
	16	NAB Planning Division
	17	County of Stafford, VA-Department of Public Works
	18	VDOT
	19	Fairfax County DPWES
	20	Somerset County Government
	21	Wicomico County, Maryland Department of Public Works
NAE	1	RI Department of Environmental Management
	2	The Nature Conservancy
	3	MassDEP
	4	Executive Office of Energy and Environmental Affairs - Comm of Mass
	5	ct department of transportation
	6	Connecticut Maritime Commission
	7	Pease Development Authority Division of Ports & Harbors
	8	New Hampshire Coastal Program
	9	Massachusetts Office of Coastal Zone Management
	10	RI CRMC
	11	Town of Wells, Maine
	12	Harbormaster
	13	Town of Westbrook
	14	Town of Barnstable MA
	15	Boston Parks and Recreation Dept
	16	Town of Brookline DPW
	17	RI Emergency Management Agency
NAN	1	New York City Department of Parks and Recreation
	2	City of NY Parks & Recreation
	3	NYS DOT
	4	Green Brook Flood Control Commission
	5	New York State Department of Environmental Conservation
	6	NJDEP Bureau of Coastal Engineering
	7	Village of West Hampton Dunes

District	Count	Agency
	8	Borough of Bound Brook
	9	Somerset County
	10	Borough of Monmouth Beach
	11	Village of Asharoken
	12	The Port Authority of New York & New Jersey
	13	Village of Stamford
	14	Greene County Soil & Water Conservation District
	15	port authority of New York and New Jersey
	16	CRANFORD TOWNSHIP; MAYOR^S COUNCIL ON RAHWAY RIVER FLOOD CONTROL
	17	Village of West Hampton Dunes
	18	Township of Cranfordm New Jersey
	19	Lake Champlain Basin Program
	20	NYC Department of Transportation
	21	NJDEP
	22	NYS Department of Environmental Conservation
	23	NEW YORK CITY DEPT OF PARKS & RECREATION
	24	Office of Engineering and Construction NJDEP
	25	Town of Brookhaven
	26	NYS office of Emergency Management
	27	New York City Office of Emergency Management
	28	NYC DEP BPS- Security Systems Engineering
	29	NYC OEM
	30	Village of Tuckahoe
	31	City of Burlington Vermont
	32	Delaware County Department of Watershed Affairs
	33	NYSDEC
	34	New York City Department of Environmental Protection
NAO	1	City of Hampton
	2	Virginia port Authority
	3	City of Norfolk
	4	City of Virginia Beach Public Works
	5	City of Charlottesville
	6	Virginia Institute of Marine Science
	7	Public Works / Engineering Div.
	8	VA DEQ
	9	VDOT Maintenance Division
	10	City of Franklin
	11	Northern Neck Planning District Commission
	12	Rappahannock River Basin Commission
	13	Virginia Institute of Marine Science, College of William & Mary
	14	Middle Peninsula Chesapeake Bay Public Access Authority
	15	City of Fredericksburg
	16	City of Richmond Department of Public Utilities
	17	Virginia Marine Resources Commission
	18	CBF
	19	The Nature Conservancy

<u>District</u>	<u>Count</u>	<u>Agency</u>
	20	Lynnhaven River NOW
	21	Virginia Port Authority
	22	City of Richmond
	23	City of Virginia Beach
	24	Virginia Maritime Association
	25	Town of Chincoteague
	26	US Coast Guard
	27	City of Suffolk
	28	Virginia Port Authority
	29	Dismal Swamp Welcome Center
	30	Accomack County Department of Public Works
	31	Virginia Pilot Association
	32	City of Petersburg
	33	Mathews County, VA
	34	USFWS
	35	Dominion
	36	Forest Service
	37	Virginia Department of Emergency Management
	38	FEMA/DHS
	39	Virginia Department of Emergency Management
	40	National Park Service
	41	Town of Tangier
NAP	1	Borough of Hatfield
	2	USCG Training Center Cape May
	3	NJDEP Bureau of Coastal Engineering
	4	New Castle Conservation Dist
	5	Redevelopment Authority of the County of Bucks
	6	Philadelphia Regional Port Authority
	7	Waste Management of PA., Inc.
	8	PA DCNR
	9	New Jersey Department of Environmental Protection
	10	PA fish and Boat Commission
	11	Dupont corporate remediation group
	12	Delaware River Basin Commission
	13	Philadelphia Water Department
	14	PADEP
	15	town of Rockland ny.
	16	Delaware River Basin Commission
	17	Bethany Beach
	18	Philadelphia Industrial Development Corporation
	19	NJDEP Bureau of Coastal Engineering
	20	Delaware County Department of Public Works
	21	Delaware River Waterfront Corporation
	22	NOAA NMFS Habitat Conservation Division
	23	Delaware River Basin Commission
	24	NOAA

District	Count	Agency
	25	Philadelphia Water Department
	26	Delaware River & Bay Lighthouse Foundation
	27	Rhoads Industries Shipyard
	28	PILOTS^ ASSOCIATION FOR THE BAY AND RIVER DELAWARE
	29	Cecil County Commissioners
	30	Hill Wallack LLP
	31	Port of Wilmington, DSPC
	32	Dept. Conservation and Natural Resources, Comm. of PA
	33	Pheasants Forever of North East PA Chapter 803
	34	Whitewater Challengers, Inc.
	35	NJ Department of Transportation, Office of Maritime Resources
	36	Division of Parks and Recreation, DNREC
	37	City of Trenton / Brownfield Redevelopment Solutions
NWK	1	Kansas Department of Wildlife, Parks and Tourism
	2	Iowa Department of Natural Resources
	3	Iowa Department of Natural Resources
	4	Port Authority of Kansas City
	5	Rathbun Land and Water Alliance
	6	Kansas Department of Wildlife, Parks and Tourism
	7	cfm Distributors, Inc. / Central Industrial District Association / KCIC
	8	Kansas City Industrial Council
	9	North Topeka Drainage District
	10	Riverside/Quindaro Bend Levee District
	11	City of Kansas City, Missouri
	12	City of Kansas City, Missouri
	13	City of Kansas City, Missouri
	14	Livers Bronze Co.
	15	City of Kansas City, Missouri
	16	Unified Government of Wyco/KCK
	17	Kickapoo Tribe in Kansas
	18	Columbia Water and Light
	19	Missouri Department of Transportation -- NW District
	20	Iowa Department of Natural Resources
	21	City of Merriam
	22	City of St. Joseph
	23	Kaw Valley Drainage District
	24	City of Manhattan
	25	City of Manhattan
	26	Mid-America Regional Council
	27	Johnson County Stormwater Management Program
	28	City of Kansas City, Missouri
	29	FEMA
	30	City of Kansas City, Missouri
	31	Kansas dept. of Agriculture
	32	City of Manhattan
	33	Great Northwest Wholesale Water Commission

<u>District</u>	<u>Count</u>	<u>Agency</u>
	34	Missouri Department of Natural Resources
	35	Kansas Water Office
	36	Missouri Department of Conservation
	37	Missouri Department of Conservation
	38	Missouri Department of Conservation
	39	Twin Valley Weed Management Area
	40	MDC
	41	Lake Region RC&D
	42	Kansas Department Wildlife, Parks, & Tourism
	43	Kansas Wildlife Parks and Toursim
	44	Missouri Department of Conservation
	45	Osage County
	46	City of Lawrence
	47	Hermitage R-IV Schools
	48	Clay County
	49	City of Warsaw, Missouri
	50	Directorate of Family Morale Welfare and Recreation Fort Riley
	51	Kansas Department of Wildlife & Parks
	52	Missouri State Highway Patrol
	53	City Utilities of Springfield, MO
	54	Nebraska Game and Parks Commission
	55	U.S. Fish and Wildlife Service
	56	North Kansas City Levee District
	57	City of St. Joseph, MO
	58	Fairfax Drainage District
	59	City of Topeka
	60	Elwood Gladden Drainage District
	61	Iowa Tribe of Kansas and Nebraska
	62	Missouri Dept. of Transportation
	63	Tri State Water Resource Coalition
	64	Tri-State Water Resource Coalition
	65	Unified Government of Wyandotte Co/KCK
NWO	1	NDDDES
	2	NEMA
	3	Nebraska Emergency Management Agency
	4	Iowa Homeland Security and Emergency Management Division
	5	Iowa DNR
	6	Wyoming Office of Homeland Security
	7	Wyoming Homeland Security
	8	Montana Disaster & Emergency Services Division
	9	Montana Disaster & Emergency Services
	10	Papio-Missouri River Natural Resources District
	11	Upper/Lower River Road Water and Sewer District
	12	Great West Engineering
	13	City of Shelby
	14	Lower Platte North NRD

<u>District</u>	<u>Count</u>	<u>Agency</u>
	15	Town of Manhattan
	16	Papio-Missouri River NRD
	17	Jamestown Parks and Recreation Dept.
	18	City of Sioux Falls
	19	Lower Platte South Natural Resources District
	20	City of Sioux City
	21	City of Lincoln, Ne
	22	Nebraska Army National Guard
	23	Colorado Parks and Wildlife
	24	MHA Nation
	25	Indian Health Service
	26	City of Parshall
	27	State Line Water
	28	North Central Rural Water Consortium II
	29	City of Beulah
	30	Boulder County Parks & Open Space
	31	YRCDC
	32	Lower Platte North NRD
	33	Dodge County Nebraska
	34	Village of Martinsburg NE
	35	City of Greeley
	36	Lower Elkhorn NRD
	37	Colorado Government
	38	Iowa Dept. of Natural Resources
	39	mrric
	40	Nebraska Game and Parks Commission
	41	Iowa DNR
	42	ND State Water Commission
	43	USGS
	44	Bureau of Land Management
	45	BLM
	46	Defense Intelligence Agency
	47	Nebraska Game and Parks Commission
	48	UNL Nebraska Invasive Species Project
	49	National Park Service
	50	Village of Niobrara
	51	Nebraska Game and Parks
	52	Western States Power Corporation
	53	Nebraska Game & Parks
	54	Ne Game & Parks Comm.
	55	Nebraska Game and Parks
	56	Montana Department of Environmental Quality
	57	Lower Platte North NRD
	58	City of Schuyler
	59	VETERAN^S AFFAIRS
	60	Bureau of Land Management

<u>District</u>	<u>Count</u>	<u>Agency</u>
	61	Midwest Region, National Park Service
	62	The Greenway Foundation
	63	Fontenelle Nature Association
	64	Lower Platte River Corridor Alliance
	65	James River Joint Water Board
	66	City and County of Denver, Public Works
	67	Harrison County Board of Supervisors- Soil and Water Conservation District
	68	City of Boulder
	69	Iowa Department of Natural Resources
NWP	1	US Fish and Wildlife Service
	2	Washington Department of Fish & Wildlife
	3	City of Portland
	4	Pacific Northwest National Laboratory
	5	City of Eugene
	6	City of Portland, Bureau of Environmental Services
	7	City of Portland
	8	Cowlitz County
	9	BPA
	10	Bonneville Power Administration
	11	Shaver Transportation Company
	12	US Forest Service
	13	Port of Portland
	14	West Multnomah Soil & Water Conservation District
	15	City of Silverton
	16	City of Portland Environmental Services
	17	City of Portland Bureau of Environmental Services
	18	City of Portland
	19	City of Eugene
	20	Multnomah County
	21	USDA Forest Service
	22	City of Vernonia
	23	Port of Camas-Washougal
	24	City of Medford
	25	Washington Department of Fish and Wildlife
	26	Syngineering, LLC
	27	Oregon Water Resources Department
	28	Reclamation
	29	NOAA Fisheries
	30	Pacific Northwest Waterways Association
	31	U.S. Fish and Wildlife Service, Columbia River Fisheries Program Office
	32	USCG
	33	NMFS
	34	Washington Fish and Wildlife
	35	USDA Wildlife Services
	36	Nez Perce Tribe
	37	Bonneville Power Administration

<u>District</u>	<u>Count</u>	<u>Agency</u>
	38	Scappoose Drainage Improvement Company
	39	BPA
	40	BPA
	41	BPA
	42	Port of Gold Beach
	43	Port of Umpqua
	44	Port of Siuslaw
	45	Port of Port Orford
	46	Tidewater Barge lines
	47	Port of Bandon
	48	Columbia River Pilots
	49	Port of Toledo
	50	Port of Newport
	51	NAVFACHI
	52	Mount St Helens National Volcanic Monument
	53	FEMA
	54	Oregon DEQ
NWS	1	Chehalis-Centralia Airport
	2	City of Orting
	3	City of Centralia
	4	Lincoln County
	5	Missoula County Government
	6	CITY OF COEUR D'ALENE
	7	Shoshone County; Wallace, Idaho 83873
	8	Idaho Buearu of Homeland Security
	9	City of Pinehurst
	10	Skagit County Dike District #12
	11	St Maries Dike District 1
	12	City of Renton
	13	City of Ellensburg
	14	Skagit County Dike District 17
	15	Bonner County Emergency Management
	16	Deming Diking District #2
	17	Shoshone County
	18	State and County Government
	19	City of Yakima
	20	Skagit County Diking District #3
	21	Whatcom County
	22	Sanders County
	23	City of Bonners Ferry Idaho
	24	King County
	25	East Side Highway District
	26	Quileute Tribe
	27	Pierce County Public Works, Surface Water Management
	28	City of Omak
	29	Flathead County Planning & Zoning Office

<u>District</u>	<u>Count</u>	<u>Agency</u>
	30	Clallam County
	31	Kootenai County (ID) Office of Emergency Management
	32	Skagit County Diking Improvement District No. 22
	33	Everson
	34	City of Yakima Wastewater Division
	35	Dungeness Meadows Homeowners Association Inc.
	36	Kootenai County Office of Emergency Management
	37	Lewis County, Washington
	38	City of Tukwila
	39	City of Cashmere
	40	Snohomish County Department of Public Works - Surface Water Management
	41	Kittitas County Public Works
	42	City of Clark Fork
	43	Dike District #1
	44	King County River & Floodplain Management Section, WLRD, DNRP
	45	City of Clark Fork, Idaho
	46	Skagit County Department of Emergency Management
	47	Okanogan County Department of Public Works
	48	City of Ferndale
	49	City of Sumner, Washington
	50	Shoshone County, Idaho
	51	Pend Oreille County Emergency Management
	52	City of Okanogan
	53	Town of Drummond, Montana
	54	Port of Sunnyside
	55	City of Burien
	56	Daly Ditches Irrigation District
	57	City of Everett
	58	Granite Reeder Water and Sewer District
	59	Tacoma Public Utilities, Tacoma Water
	60	City of Kent
	61	Seeley Lake Missoula County Water District
	62	Burien, WA
	63	King County Water and Land Resources Division
	64	Shoalwater Bay Tribal Government
	65	Seattle Parks and Recreation
	66	WDFW
	67	Yakama Nation
	68	Seattle Public Utilities
	69	Seattle Parks and Recreation
	70	Wash. Dept. of Fish and Wildlife
	71	Skokomish Indian Tribe
	72	City of Everett
	73	Mason Conservation District (designated POC for Mason County)
	74	Pierce County
	75	Seattle Department of Transportation

<u>District</u>	<u>Count</u>	<u>Agency</u>
	76	Skagit County
	77	Port of Grays Harbor
	78	Makah Indian Tribe / Port of Neah Bay
	79	Yakama Nation Fisheries Resource Management Program
	80	Muckleshoot Indian Tribe Fisheries Division
	81	NOAA Fisheries Service
	82	King County Water and Land Resources Division
	83	Washington Department of Fish and Wildlife
	84	WA St. Dept. of Ecology
	85	King County DNRP
	86	Port of Skagit
	87	Port of Grays Harbor
	88	Port of Grays Harbor
	89	Port of Willapa Harbor
	90	Port of Olympia
	91	City of Port Angeles
	92	Dunlap Towing Co.
	93	Port of Everett
	94	Makah Indian Tribe / Port of Neah Bay
	95	Port of Seattle
	96	Port of Bellingham
	97	Confederated Tribes of the Colville Reservation
	98	Yakima County Public Services
	99	Benewah County
	100	City of Whitefish, MT
	101	King County DNRP
	102	North Olympic Salmon Coalition
	103	Essex County Water and Sewer District
	104	Town of Whitehall
	105	City of Auburn
	106	WSDOT Olympic Region
NWW	1	MFWCD
	2	City of Greenleaf
	3	City of Soda Springs
	4	Benton County
	5	Flood Control District 10
	6	City of Pocatello
	7	Idaho Department of Water Resources
	8	Walla Walla County Emergency Management
	9	Bonneville Power Administration
	10	Idaho Department of Environmental Quality
	11	U.S. Fish and Wildlife Service, Columbia River Fisheries Program Office
	12	CRITFC
	13	BPA
	14	Idaho Bureau of Homeland Security
	15	State of Idaho Bureau of Homeland Security

<u>District</u>	<u>Count</u>	<u>Agency</u>
	16	Department of Homeland Security
	17	Ada City-County Emergency Management
	18	Idaho Bureau of Homeland Security
	19	Idaho Bureau of Homeland Security (BHS)
	20	Payette County Emergency Services
	21	Jefferson County
	22	County
	23	Bear Lake County Idaho
	24	Bingham County
	25	WWSO
	26	Madison County
	27	U.S. Department of Homeland Security/NPPD/IP
	28	Oregon SHPO
	29	National Marine Fisheries Service
	30	NOAA, National Marine Fisheries Service
	31	BPA
	32	DOE - Richland Operations Office
	33	National Marine Fisheries Service
	34	NOAA Fisheries Service
	35	Custer County
	36	Idaho Department of Water Resources
	37	NOAA National Weather Service
	38	City of Stites
	39	Benton County Diking District #1
	40	Idaho Bureau of Homeland Security
	41	City of Gooding
	42	City of Horseshoe Bend
	43	City of Emmett Public Works Department
	44	City of Vale
	45	Nez Perce County
	46	City of Culdesac
	47	city of nezperce
	48	City of Colfax Washington
	49	City of Pomeroy
	50	City of Connell
	51	USDA, Forest Service
	52	Department of Energy Richland Operations Office
	53	Dept.. of Energy
	54	U.S. Dept. of Energy, Richland Operations Office
	55	DOE-WTP
	56	Ada City-County Emergency Management
	57	OSC
	58	Idaho Department of Water Resources
	59	Idaho department of Parks and Recreation
	60	Washington Department of Fish and Wildlfie (WDFW)
	61	Idaho Fish and Game

<u>District</u>	<u>Count</u>	<u>Agency</u>
	62	Clearwater-Potlatch Timber Protective Association
	63	Idaho Department of Fish and Game
	64	U.S. Fish and Wildlife Service
	65	Tri-State Steelheaders
	66	Confederated Tribes of the Umatilla Indian Reservation
	67	Confederated Tribes of the Colville Reservation
	68	Wanapum Band
	69	Teton County, WY
	70	Teton County, Wyoming
	71	Meridian Engineering
	72	Lucky Peak Power Plant Project \ Seattle City Light
	73	Shaver Transportation Company
	74	Pacific Northwest Waterways Association
	75	Lindblad Expeditions
	76	Northwest Grain Growers
	77	Tidwater Barge Lines
	78	Boise Parks and Recreation
	79	ICE HARBOR MARINA
	80	Walla Walla Yacht Club
	81	Port of Columbia
	82	City of Lewiston
	83	City of Pasco, Washington
	84	City of Kennewick
	85	Avista
	86	Washington State Dept. of Transportation
	87	City of Walla Walla
	88	port of pasco
	89	Juvenile Corrections Center-Lewiston
	90	USDA Forest Service
	91	City of Orofino
	92	clearwater county
	93	City of Filer
POA	1	City & Borough of Juneau
	2	City of Unalaska
	3	City of Seward
	4	NOAA Office of Coast Survey
	5	City and Borough of Sitka
	6	Matanuska-Susitna Borough
	7	city of whittier
	8	City of Valdez
	9	City of Homer Port and Harbor
	10	City of Elim
	11	Organized Village of Kasaan
	12	Kawerak, Inc.
	13	Kawerak, Inc.,
	14	Denali Commission

<u>District</u>	<u>Count</u>	<u>Agency</u>
	15	Newtok traditional council
	16	Knik Arm Bridge and Toll Authority
	17	Old Harbor Tribal Council
	18	USCG
	19	Municipality of Anchorage
	20	Port of Anchorage
	21	Copper River Seafoods
	22	Port of Nome
	23	City of Craig
	24	Port of Anchorage
	25	City of Homer Port and Harbor
	26	Fairbanks North Star Borough
	27	City of Dillingham
	28	Chinik Eskimo Community
	29	Native Village of St. Michael
	30	Alaska Energy Authority
	31	Kenai Peninsula Borough
POH	1	FHWA
	2	City and County of Honolulu
	3	State of Hawaii - Department of Land and Natural Resources
	4	Ala Wai Watershed Association
	5	DLNR/DOFAW
	6	Hawaii State Department of Health
	7	Federal
	8	NOAA
	9	Kaneohe Ranch Company, LLC/ Harold Castle Foundation
	10	City & County of Honolulu Department of Design and Construction
	11	City and County of Honolulu
	12	COUNTY OF HAWAII
	13	Port Authority of Guam
	14	County of Kauai
	15	State of Hawaii Department of Transportation
	16	Ground Water Office, USEPA Region 9
	17	Office of Planning
	18	Department of Planning & Permitting, City & County of Honolulu
	19	Department of the Interior
	20	American Samoa Government
	21	County of Maui, Department of Public Works - Engineering Division
	22	County of Maui, Department of Public Works
	23	Hawaii Department of Agriculture
SAC	1	City of Folly Beach
	2	Town of Edisto Beach
	3	South Carolina State Ports Authority
	4	Santee Cooper
	5	Orangeburg County
	6	SCDHEC

District	Count	Agency	
	7	DHEC - OCRM	
	8	SCDNR	
	9	U.S. Fish & Wildlife Service	
	10	SC Dept of Natruarl Resources	
	11	USGS	
	12	S.C. Sea Grant Consortium	
	13	SC Emergency Management Division	
	14	South Carolina Emergency Management Division	
	15	628 CES/CEPD JB Charleston	
	16	SDDC	
	17	Horry County	
	18	SCDNR	
	19	SC Dept of Natural Resources	
	20	SCDNR	
	21	South Carolina Ports Authority	
	22	Charleston Harbor Pilots	
	23	USCG Sector Charleston	
	24	The Maritime Association of South Carolina	
	25	Patriots Point Development Authority	
	SAJ	1	Lee County Government
		2	National Park Service
		3	South Florida Water Management District
		4	SFWMD
		5	City of Miami
		6	City of Cape Canaveral
7		US Department of the Interior	
8		City of Clearwater	
9		Florida Department of Environmental Protection	
10		U.S. Fish and Wildlife Service	
11		FDEP	
12		U.S. Fish and Wildlilfe Service	
13		National Park Service	
14		City of Jacksonville, FL	
15		Pinellas County	
16		St. Johns County	
17		Martin County	
18		Broward County, Natural Resources Planning and Management Div.	
19		Flagler County	
20		St. Lucie County	
21		St. Lucie County	
22		municipality aguadilla	
23		Lee County	
24		Lee County	
25		Department of Natural and Environmental Resources of PR	
26		Miami-DAce County	
27		Port of Miami	

<u>District</u>	<u>Count</u>	<u>Agency</u>
	28	City of Tarpon Springs, Florida
	29	Jacksonville Port Authority, Jacksonville, FL 32206
	30	Palm Beach County
	31	County of Volusia
SAM	1	National Park Service, Gulf Islands National Seashore
	2	MS Department of Marine Resources
	3	uptown columbus inc.
	4	Land Trust for the Mississippi Coastal Plain
	5	The City of Moss Point, MS
	6	City of Ocean Springs
	7	Harrison County Sand Beach Department
	8	Bay County TDC
	9	City of Bay St.Louis
	10	MS Dept. of Marine Resources
	11	Hancock County Board of Supervisors
	12	COE - Mobile District
	13	Long Beach Water Management District
	14	City of Long Beach
	15	Hancock County (County Government)
	16	City of Tuscaloosa
	17	Mississippi State Port Authority
	18	City of Gainesville
	19	DeKalb County
	20	DeKalb County, Georgia
	21	Hall County
	22	Alabama Department of Conservation and Natural Resources
	23	Seahaven Consulting for Walton County
	24	Brown, Mitchell & Alexander, Inc.
	25	City of Pascagoula
	26	City of Atlanta
	27	City of Roswell
	28	DeKalb County
	29	City of Atlanta
	30	Cobb County Water System
	31	TRVWMD
	32	Tombigbee River Valley Water Management District
	33	Southeastern Power Administration
	34	Tri Rivers Waterway Development Association
	35	Coosa-Alabama River Improvement Association
	36	Tennessee Tombigbee Waterway Development Authority
	37	Warrior Tombigbee Waterway Association
	38	Port of Pascagoula
	39	Alabama State Port Authority
	40	MMT
	41	West Point Lake Coalition
	42	Friends of Lake Eufaula

<u>District</u>	<u>Count</u>	<u>Agency</u>
	43	Lake Seminole Association, Inc
	44	Lake Lanier Association
	45	City of Destin
SAS	1	Gwinnett County, GA
	2	SCDNR
	3	EPD
	4	Bryan County EMA
	5	Camden County Emergency Management
	6	Liberty County Emergency Management
	7	Southeastern Power Administration
	8	Georgia Department of Transportation
	9	Georgia Ports Authority
	10	Savannah Maritime Association
	11	Savannah Pilots Ass.
	12	NOAA Fisheries
	13	NOAA
	14	US Fish and Wildlife Service
	15	GEMA
	16	GEMA
	17	GEMA
	18	Chatham Emergency Management Agency
	19	Liberty County Emergency Management
	20	Georgia Poerts Authority
	21	Brunswick Bar Pilots
	22	Georgia Ports Authority
	23	SORBA Athens, GA
	24	National Park Service/Fort Pulaski National Monument
	25	Georgia DNR/EPD/WSB/Floodplain Mgmt
SAW	1	Stanly County, North Carolina
	2	North Carolina State Ports Authority
	3	Town of Wrightsville Beach
	4	municipal
	5	Town of Carolina Beach
	6	Wilmington-Cape Fear Pilots
	7	NC Division of Water Resources
	8	The Nature Conservancy
	9	Town of North Topsail Beach
	10	Town of Surf City
	11	VDOT
	12	NC Division of Water Quality - Intensive Survey Unit
	13	Jordan Hydroelectric Limited Partnership
	14	National Weather Service
	15	Dominion Generation
	16	Southeastern Power Administration
	17	Town of Beaufort
	18	Atlantic Intracoastal Waterway Association

<u>District</u>	<u>Count</u>	<u>Agency</u>
	19	Cape Fear Docking Pilots, Inc.
	20	City of Raleigh
	21	City of winston-Salem
	22	City of Concord
	23	Town of Holden Beach
	24	Town of Caswell Beach
	25	NC Emergenc Management
SPA	1	Middle Rio Grande Conservancy District
	2	City of Jal
	3	EPWU
	4	City of Las Cruces
	5	Santa Clara Pueblo
	6	Cibola County
	7	Pueblo de Cochiti
	8	Pueblo of Santa Ana
	9	New Mexico State Parks
	10	TCEQ
SPK	1	Carson City, Nevada
	2	California Tahoe Conservancy
	3	Douglas County Sewer Improvement District No. 1
	4	Douglas County Sewer Improvement District No. 1
	5	California Tahoe Conservancy
	6	Washoe County Department of Water Resources
	7	Washoe County Deptment of Water Resources
	8	City of West Wendover
	9	CA Tahoe Conservancy
	10	California Tahoe Conservancy
	11	Lander County
	12	SAFCA
	13	SAFCA
	14	SAFCA
	15	SAFCA
	16	CA Department of Water Resources
	17	City of Santa Cruz
	18	City of West Sacramento/WSAFCA
	19	City of Santa Cruz
	20	Yolo County Office of Emergency Services
	21	Kaweah Delta Water Conservation District
	22	Tahoe Regional Planning Agency
	23	Tamarisk Coalition
	24	U.S. Fish and Wildlife Service
	25	City of Pleasant Hill, Ca
	26	The Nature Conservancy
	27	FEMA
	28	California Department of Water Resources
	29	Truckee River Flood Management Authority

<u>District</u>	<u>Count</u>	<u>Agency</u>
	30	Bureau of Reclamation
	31	Wyoming Office of Homeland Security
	32	Colorado Division of Emergency Management
	33	Utah Division of Emergency Management
	34	Utah Division of Emergency Management
	35	Jordan River Commission
	36	riverrestoration
	37	Bear River Association of Governments
	38	Utah Division of Water Resources
	39	Utah Division of Emergency Managment
	40	Hansen, Allen, & Luce, Inc.
	41	Colorado Water Conservation Board
	42	Nevada Division of Water Resources
	43	Port of Stockton
	44	Port of West Sacramento
	45	Port of Stockton
	46	Lander County Combined Sewer & Water #2
	47	Lyon County
	48	California Tahoe COnservancy
	49	California Department of Water Resources
	50	City of Folsom
	51	SJAFCA
	52	U.S. Bureau of Reclamation
	53	California Department of Water Resources
	54	Roosevelt City
	55	Wide Hollow Water Conservancy District
	56	Incline Village General Improvement District
	57	Incline Village General Improvement District
	58	Jones and DeMille Engineering
	59	Jones and Demille Engineering, Inc.
	60	Eureka City
	61	Wasatch Civil Consulting Engineering
	62	Honeyville City
	63	Jones & DeMilee Engineering, Inc.
	64	Horrocks Engineers
	65	Uintah County
	66	Utah Division of Emergency Managment
	67	San Juan County
	68	Bear River Water Conservancy District
	69	Deweyville Town
	70	Aqua Engineering Inc.
	71	Aqua Engineering Inc.
	72	Kane County Water Conservancy District
	73	mona city
	74	Duchesne County Water Conservancy District
	75	Duchesne County Water Conservancy District

<u>District</u>	<u>Count</u>	<u>Agency</u>
	76	State of California, Department of Water Resources
	77	Ephraim City
	78	Incline Village General Improvement District
	79	Coalville City
	80	City of Yerington
	81	Nevada Division of State Lands
	82	City of Monticello
	83	City of Blanding
SPL	1	Raymond Basin Management Board
	2	City fo Phoenix, Water Services Department, Wastewater Engineering Division
	3	City of Tempe - Community Development
	4	Pima County
	5	City of Flagstaff
	6	City of Flagstaff
	7	City of OCeanside
	8	City of Phoenix
	9	Port of Los Angeles
	10	City of San Diego
	11	Boulder City
	12	Las Vegas Valley Water District
	13	City of LA, Department of Public Works, Bureau of Engineering
	14	City of Mission Viejo
	15	City of Long Beach
	16	Santa Monica Bay Restoration Commission
	17	City of San Clemente
	18	Navajo County
	19	City of Encinitas
	20	San Bernardino Valley Municipal Water District
	21	City of Pismo Beach
	22	Castaic Lake Water Agency
	23	BEACON
	24	Santa Barbara County
	25	San Bernardino County (California) Flood Control District
	26	Ventura County Watershed Protection District
	27	City of Oceanside - Harbor
	28	City of Santa Barbara
	29	LA County Beaches and Harbors
	30	Big Bear Municipal Water District
	31	EMWD
	32	Mission Springs Water District
	33	Bucknam & Associates Inc.
	34	Borrego Water Disrict
	35	County of San Diego
SPN	1	San Mateo County Harbor District
	2	Port of San Francisco
	3	DERWA

<u>District</u>	<u>Count</u>	<u>Agency</u>
	4	Santa Cruz County Department of Public Works
	5	Santa Clara Valley Water District
	6	Santa Clara Valley Water District
	7	State Coastal Conservancy
	8	Santa Clara Valley Water District
	9	Walter Yep, Inc. (Consultant to the Port of Stockton)
	10	Port of Oakland
	11	Port of Redwood City
	12	Department of Veterans Affairs
	13	US EPA Region 9 (San Francisco)
	14	City of Santa Cruz
	15	City of San Rafael
	16	Noyo Harbor District
	17	Sonoma County Water Agency
	18	Humboldt County Resource Conservation District
	19	California Department of Fish and Game
	20	Vallejo Sanitation and Flood Control District
	21	Port of West Sacramento
	22	Port of West Sacramento
SWF	1	City of Haltom City
	2	City of Lancaster
	3	HNTB Corporation
	4	City of Fort Worth
	5	Tarrant Regional Water District
	6	San Antonio River Authority
	7	Lower Colorado River Authority
	8	NCTCOG
	9	North Central Texas Council of Governments
	10	City of Abilene
	11	Brazos River Authority
	12	San Antonio River Authority
	13	Red River Valley Association
	14	Texas Department of Transportation
	15	Blackland Prairie Raptor Center
	16	Southwestern Power Administration
	17	Texas Parks and Wildlife Dept.
	18	City of Lewisville
	19	Texas Parks & Wildlife
	20	Lower Neches Valley Authority
	21	Texas Water Development Board
	22	City of Lufkin
	23	Northeast Texas Municipal Water District
	24	Upper Leon River MWD
	25	City of Benbrook
	26	Trinity River Authority of Texas
	27	AEP-SWEPCO

<u>District</u>	<u>Count</u>	<u>Agency</u>
	28	City of Wharton
	29	City of Austin
SWG	1	The Nature Conservancy
	2	Corpus Christi Army Depot
	3	Brownsville Public Utilities Board
	4	Hidalgo County Drainage District #1
	5	NOAA Fisheries
	6	Houston Audubon
	7	Texas Parks and Wildlife Department
	8	Galveston Bay Estuary Program
	9	TCEQ
	10	City of Wharton
	11	Harris County Flood Control District
	12	Jefferson County Drainage District No. 7
	13	Velasco Drainage District
	14	BrazoriaDD#4
	15	Port Isabel San Benito Navigation District
	16	Port of Beaumont
	17	Seaway Pipeline
	18	Port of Harlingen Authority
	19	Port Freeport
	20	Port
	21	Port of Port Arthur
	22	City of Texas City
	23	Port of Galveston
	24	Texas Department of Transportation
	25	Port of Corpus Christi
	26	Orange County Navigation and Port District dba Port of Orange
	27	Willacy County Navigation District
	28	Sabine Neches Navigation District
	29	Port of Texas City
	30	Port of Brownsville
	31	TCEQ
	32	Surfrider Foundation Texas Upper Coast Chapter
	33	Texas General Land Office
	34	Texas Historical Commission
	35	City of Corpus Christi
	36	Alabama-Coushatta Tribe of Texas
	37	Galveston County
	38	Drainage District
	39	Calhoun Port Authority
	40	Chambers-Liberty Counties Navigation District
	41	Matagorda County Navigation District No. 1
	42	Gulf Intracoastal Canal Association
	43	Port of Victoria - Victoria County Navigation District
	44	Texas General Land Office

<u>District</u>	<u>Count</u>	<u>Agency</u>
	45	Lower Neches Valley Authority
	46	Brazoria co. Conservation & Reclamation Dist.#3
	47	Port of Bay City
	48	Texas Water Development Board
SWL	1	Arkansas Game and Fish Commission
	2	Little Rock Parks and Recreation
	3	City of Batesville
	4	Little Rock Port Authority
	5	Tulsa Port of Catoosa
	6	Ozark Rivers Heritage Foundation
	7	Pulaski County
	8	Southwestern Power Administration
	9	Arkansas Game and Fish Commission
	10	Region 6, FEMA
	11	ADEM
	12	Arkansas Natural Resources Commission
	13	Missouri Department of Natural Resources
	14	Red River Valley Association
	15	Beaver Water District
	16	Ozark Mountain Regional Public Water Authority
	17	City of Dierks
	18	Benton Washington Regional Public Water Authority
	19	Carroll-Boone Water District
	20	Central Arkansas Water
	21	City of Fort Smith Arkansas
SWT	1	City of Miami, Oklahoma
	2	OK Water Resources Board
	3	Oklahoma Department of Wildlife Conservation
	4	Oklahoma Department of Environmental Quality
	5	DOI
	6	FEMA
	7	U.S. Fish and Wildlife Service
	8	Oklahoma Department of Transportation
	9	Tulsa Port of Catoosa
	10	Kansas Water Office
	11	Greater Texoma Utility Authority
	12	Wichita County Water Improvement District No.2
	13	Texas Water Development Board
	14	International Paper Company
	15	City of Wichita Falls
	16	Red River Valley Association
	17	Red River Authority of Texas

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