



# Department of Homeland Security Office of Inspector General

## Federal Emergency Management Agency Mount Weather Emergency Operations Center Tenant Satisfaction Survey

(Unclassified Summary)






Homeland  
Security

AUG 27 2010

MEMORANDUM FOR: Damon Penn  
Director of Mount Weather Emergency Operations Center  
Federal Emergency Management Agency

FROM: Anne L. Richards   
Assistant Inspector General

SUBJECT: *Final Letter Report: Federal Emergency Management  
Agency Mount Weather Emergency Operations Center  
Tenant Satisfaction Survey Letter Report – Unclassified  
Version*

Attached for your information is our unclassified report, *Federal Emergency Management Agency Mount Weather Emergency Operations Center Tenant Satisfaction Survey*. This report addresses tenant satisfaction levels pertaining to services provided by Federal Emergency Management Agency Mount Weather Emergency Operations Center (MWEOC). This report is based on responses to survey questionnaires.

We did not conduct this tenant satisfaction survey in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. This scope of work did not constitute an audit or an attestation engagement in accordance with the *Statement on Standards for Attestation Engagements*.

Should you have any questions, please call me, or your staff may contact John McCoy, Acting Deputy Assistant Inspector General, at (202) 254-4100.

## **Background**

Funding for the operations of the Mount Weather Emergency Operations Center (MWEOC) is provided through a working capital fund (WCF). This WCF is a revolving fund established by an agency and approved by Congress to provide support to multiple agencies on a cost-reimbursable basis. The Federal Emergency Management Agency (FEMA) received approval for the establishment of a WCF on September 26, 1996, in the *Department of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act of 1997*, Public Law 104-204, Stat. 2915. This Act established the FEMA WCF to be available without fiscal year (FY) limitation for operations of such administrative services that the FEMA Administrator determines may be performed more advantageously through central services. Since FY 1997, FEMA has used the WCF to support centralized services provided to selected facilities. The centralized services include provision of office, warehouse, conference, and training space, utilities, billeting, food services, emergency health care, transportation, payroll, accounting, printing, office supplies, security, fire protection, building maintenance, and information technology support. The primary customers for the services include both FEMA organizations and other federal agencies.

In response to concerns raised by MWEOC tenants that were communicated to the Department of Homeland Security Office of Inspector General (OIG), we conducted a tenant satisfaction survey related to the services provided by MWEOC. The objective of this tenant satisfaction survey was to measure tenant satisfaction levels with services provided by the MWEOC in Areas A and B. During our fieldwork we distributed and collected survey questionnaires and conducted interviews with MWEOC tenants, management, and employees. Additionally, we reviewed applicable documents provided by MWEOC management pertaining to customer service methodologies and procedures.

We understand that rent and other fees collected from tenants at MWEOC represent the funding source for the WCF. If tenants are dissatisfied and decide to vacate their spaces, funding for MWEOC operations could be adversely affected. The tenant satisfaction survey addresses the services provided by FEMA at MWEOC in the following categories: environment, services, security, management staff, features, and cost of services.

We selected these categories following a model of a tenant satisfaction survey questionnaire utilized by General Services Administration (GSA) in government owned, leased, and delegated buildings to facilitate a greater understanding of customer issues. We determined that the categories in GSA's tenant satisfaction survey were sufficient to encompass the major areas concerning customer service in MWEOC. Nonetheless, we incorporated an additional category for cost of services, as this was part of the concerns initially raised and communicated to the OIG by tenants.

The MWEOC “environment” category in the survey questionnaire addresses internal and external features including indoor air quality, and restrooms. The MWEOC “services” category covers: cleaning, quality of maintenance, quality of work orders, LAN/WAN, and IT support. Additionally, it discusses the timeliness of work orders, IT support, and supplies delivery. The MWEOC “security” category consists of: security at MWEOC premises, attentiveness of security personnel, and responsiveness. The MWEOC “management staff” category inquires about management staff-related items. The MWEOC “features” category includes: elevators, shuttle, food services, safety, fitness facilities, and medical facilities. Lastly, the MWEOC “cost of services” category involves several aspects of billing rates such as rental, work order, and other related fees.

Surveys were distributed to tenants in Areas A and B at MWEOC. MWEOC management provided assistance with the distribution of the survey questionnaires. Subsequently, we were furnished with a list of tenants, locations, and their respective point of contacts (POCs). As we collected the survey questionnaires, we interviewed the POCs and inquired whether there were any concerns or issues covered by the categories in the survey questionnaire that they wanted to discuss further or whether they had any additional comments pertaining to issues not covered therein. The responses to the survey questionnaires are anonymous and do not disclose the name or the specific building location of the tenant. However, the tenants were instructed to note whether they were located in Areas A or B for quantitative purposes.

## **Results of Tenant Satisfaction Survey**

The objective of this tenant satisfaction survey was to measure tenant satisfaction levels with services provided by the MWEOC in Areas A and B. More specifically, we distributed and collected survey questionnaires, conducted interviews with MWEOC tenants, management, and employees, and reviewed applicable customer service-related documentation provided by MWEOC management. We asked the tenants about their satisfaction levels in the following categories: environment, services, security, management staff, features, and cost of services.

Below are the results for the overall satisfaction levels and the six main categories of the survey questionnaire. Generally, tenants responded that they are either satisfied or very satisfied with the services provided by MWEOC.

## Overall Satisfaction (All categories)

### Overall Satisfaction Levels for Area A

Results are presented in percentages.

Area A	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Cannot Rate
Overall Satisfaction Levels (all categories)	28.78	43.70	4.38	7.67	0.68	14.79

### Overall Satisfaction Levels for Area B

Results are presented in percentages.

Area B	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Cannot Rate
Overall Satisfaction Levels (all categories)	21.36	42.67	8.67	3.61	1.20	22.49

## Consolidated Results

We divided the total number of responses for each column within each category by the total number of responses for the category to calculate the percentages presented in Tables 1 and 2.

According to Tables 1 and 2, the majority of the tenants in Areas A and B responded that they are either satisfied or very satisfied with the services provided by MWEOC in the following categories: environment, services, security, management staff, and features. Approximately one-third of the tenants in Area A and one-half of the tenants in Area B cannot rate the cost of services provided by MWEOC.

### Table 1: Summary of Results for Area A

Results are presented in percentages.

Area A	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Cannot Rate
Environment	32.86	49.29	4.28	12.14	0.00	1.43
Services	25.39	50.00	0.77	7.69	0.77	15.38
Security	50.00	46.67	0.00	3.33	0.00	0.00
Management Staff	40.00	40.00	11.00	3.00	4.00	2.00
Features	30.00	46.19	1.90	0.48	0.00	21.43
Cost of Services	10.83	28.34	8.33	20.00	0.00	32.50

**Table 2: Summary of Results for Area B**

Results are presented in percentages.

<b>Area B</b>	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Cannot Rate
Environment	17.96	60.39	13.20	4.33	0.87	3.25
Services	18.88	42.90	5.59	1.86	2.33	28.44
Security	50.51	37.37	5.05	5.05	1.01	1.01
Management Staff	32.42	48.79	7.58	4.55	1.51	5.15
Features	25.28	37.66	7.35	1.87	0.00	27.84
Cost of Services	4.58	26.76	10.85	6.56	2.27	48.98

We express our appreciation to all of those who contributed to the preparation of this report.

## **Appendix A**

### **Purpose, Scope, and Methodology**

The purpose of the survey was to measure tenant satisfaction levels with the services provided by FEMA at MWEOC in the following categories: environment, services, security, management staff, features, and cost of services.

We issued and collected survey questionnaires from tenants in MWEOC. We also conducted interviews with MWEOC tenants, management, and employees to obtain clarification on the survey responses and relevant operational matters. Tenants remained anonymous throughout the survey process and MWEOC management did not have access to the completed survey questionnaires. We conducted our work between November 2009 and February 2010. In addition, we did not use any statistical sampling due to the population size.

Further, we requested and reviewed documentation utilized by MWEOC management relevant to customer service. Specifically, we requested the standards of procedures (SOPs) utilized by MWEOC management, a description of the methodology used to track tenant satisfaction, and the results of the last three customer satisfaction surveys.

This scope of work did not constitute an audit in accordance with *Generally Accepted Government Auditing Standards* (GAGAS). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. This was a tenant satisfaction survey, not an audit or review.

## **Appendix B Survey Questionnaire**

SUBJECT: Mount Weather Emergency Operations Center (MWEOC) Tenant Satisfaction Survey Instructions

Our goal is to measure tenant satisfaction regarding services provided in MWEOC so that areas with deficiencies concerning tenant satisfaction can be addressed appropriately, and areas that are working effectively and efficiently can be replicated. Your responses will be invaluable in helping MWEOC management enhance support to your organization. Areas will be rated on a scale from 1 to 5. The survey questionnaire takes approximately 15 minutes to complete.

1. Tenants completing the survey should remain anonymous; only identify if you are in area A or B for quantitative purposes.
  - ❖ We could include some of your comments in a separate area of report without identifying the author, if deemed appropriate.
2. Proper classification will be assigned once questionnaires are collected, and comments are evaluated.
3. For each statement mark the cell which best reflects your level of satisfaction in the past 12 months with the management of customer service in MWEOC for the various areas below. We have added a space at the end of the sections for you to include any additional comments or concerns you may wish to share.
  - ❖ We would especially like you to comment if you rate any attribute in the section as: “neutral,” “dissatisfied,” or “very dissatisfied.”
4. If a feature or service is not available in your area, or if you cannot decide – for whatever reason – on how to rate a feature or service, please mark “cannot rate”.
5. Please mark your responses with an “x”.
6. Survey questionnaires will be collected in person by an OIG auditor. At collection the OIG auditor will inquire about any additional customer service issues or concerns you may wish to communicate.
  - ❖ Survey questionnaires will be collected 10 business days after date of delivery. An OIG auditor will contact you to coordinate date and time.
7. Please do not discuss questionnaires with other tenants.
8. Survey questionnaire should be completed by your area manager or individual designated by your area manager.
9. Distribution of survey questionnaires and announcement memo will be completed by MWEOC.

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Mount Weather Emergency Operations Center  
Tenant Satisfaction Survey**



## Appendix B Survey Questionnaire

### MWEOC Environment

1. Please rate your level of satisfaction in the past 12 months with your area environment on the following features.

MWEOC Environment	Very Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)	Cannot Rate
<b>External Features</b>						
Attractiveness of appearance						
Parking						
Grounds Landscaping						
<b>Internal Features</b>						
Lighting						
Directional signs						
Accessibility for Disabled Persons						
Noise level						
<b>Indoor Air</b>						
Ventilation						
Temperature, Summer						
Temperature, Winter						
Quality of Indoor Air						
<b>Restrooms</b>						
Cleanliness						
Supplies						
Ventilation						
If you rated any item in this section a neutral or less, please state the reasons:						

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Mount Weather Emergency Operations Center  
Tenant Satisfaction Survey

## Appendix B Survey Questionnaire

### MWEOC Services

2. Please rate your level of satisfaction in the past 12 months with the services provided by the MWEOC management.

MWEOC Services	Very Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)	Cannot Rate
<b>Cleaning</b>						
Lobby/Common areas						
Work Space						
Time of cleaning						
<b>Quality of:</b>						
Maintenance						
Engineering Work Orders: <i>repairs</i>						
Engineering Work Orders: <i>space adjustments and minor renovations</i>						
Engineering Work Orders: <i>construction</i>						
LAN/WAN Services (network reliability)						
IT support						
<b>Timeliness of:</b>						
Engineering Work Orders: <i>space adjustments and minor renovations</i>						
Engineering Work Orders: <i>repairs</i>						
IT support service requests						
Supplies delivery						
If you rated any item in this section a neutral or less, please state the reasons:						

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Mount Weather Emergency Operations Center  
Tenant Satisfaction Survey

**Appendix B**  
**Survey Questionnaire**

**MWEOC Security**

3. *Please rate your level of satisfaction in the past 12 months with security.*

Security	Very Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)	Cannot Rate
Security in MWEOC premises						
Attentiveness of security personnel						
Responsiveness to security questions and issues						
If you rated any item in this section a neutral or less, please state the reasons:						

**Appendix B**  
**Survey Questionnaire**

**MWEOC Management Staff**

4. Please rate your level of satisfaction in the past 12 months with MWEOC management staff and third parties.

<b>MWEOC Management Staff</b>	Very Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)	Cannot Rate
Accessibility — able to reach						
Professionalism						
Professionalism ( <b>third parties</b> )						
Procedures needed to go through to get service						
Courtesy						
Courtesy ( <b>third parties</b> )						
Knowledge of MWEOC and systems						
Timeliness of response						
Follow-up communication						
Understanding your needs/requirements.						
If you rated any item in this section a neutral or less, please state the reasons:						

## Appendix B Survey Questionnaire

### MWEOC Features

5. Please rate your level of satisfaction in the past 12 months with MWEOC features.

MWEOC Features	Very Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)	Cannot Rate
<b>Elevators</b>						
Waiting time						
Dependability						
Cleanliness/Appearance						
<b>Shuttle</b>						
Waiting time						
Dependability						
Cleanliness/Appearance of vehicle						
Driver's professionalism						
<b>Food Services</b>						
Vending services						
Cafeteria and other food services						
Costs						
Variety of food to satisfy special dietary needs						
<b>Safety</b>						
Your area's fire and safety plans						
Your area's evacuation plans						
<b>Fitness Facilities</b>						
Accessibility						

**Appendix B  
Survey Questionnaire**

Equipment						
Locker facilities						
Temperature						
Medical facilities						
Accessibility						
Availability of medication						
Qualifications of personnel						
Privacy						
If you rated any item in this section a neutral or less, please state the reasons:						

## Appendix B Survey Questionnaire

### MWEOC Cost of Services

6. Please rate your level of satisfaction in the past 12 months regarding costs:

Costs of Services	Very Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)	Cannot Rate
<b>Billing Rates</b>						
Rental						
Warehouse						
Visitor Billeting Support Services						
Conference and Training Support Services						
Over the limit supplies						
Engineering Work Orders (EWO) overall						
* <i>EWO in house construction - labor</i>						
* <i>EWO in house construction – materials</i>						
* <i>EWO - space adjustments and minor renovations</i>						
Telephone services						
LAN/WAN Services (network)						
IT support						
If you rated any item in this section a neutral or less, please state the reasons:						

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Mount Weather Emergency Operations Center  
Tenant Satisfaction Survey

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