



CEL & Associates, Inc.

Real Estate Strategies, Benchmarking & Performance Solutions



SUMMARY OF THE
HEADQUARTERS DEPARTMENT OF THE ARMY
RESIDENTIAL COMMUNITIES INITIATIVE (RCI)
2019 FALL RESIDENT SURVEY (ON-BASE)

Prepared by: CEL & Associates, Inc.

Prepared: January 2020



Introduction

Army Headquarters engaged RER Solutions, Inc. (“RER”) in conjunction with CEL & Associates, Inc. (“CEL”) to conduct a Resident Satisfaction and Opinion Survey of residents living in privatized Family (FH) and Unaccompanied (UH) On-Base Housing for the fifth year. The survey was conducted at 43 Installations consisting of 385 Neighborhoods/Buildings between November and December 2019.

The complete REACT Methodology and Scope have been added as Addendum A and B.

A. Initial Observations

Initial observations are being provided at the beginning of this summary with references to the pages that include detailed information. Please note that the Initial Observations are regarding Family Housing only. Unaccompanied Housing findings are referenced on Page 16.

The results of the Fall 2019 Army RCI Resident Survey indicate an increase in scores for many locations compared to the Spring 2019 Survey. *Out of the 43 Installations, 60.5% (26) had an increase in Overall Score. Reference page 4.*

1. Army RCI Housing Scores increased slightly in the Overall and Service Satisfaction Indexes, with a slight decline (-0.2) for Property Score. All Business Success Factors increased with the exception of Property Appearance and Condition (-0.5). The most notable increase is Quality of Maintenance at 1.6 points. *Reference page 4 and 7.*
2. Out of the 43 Installations, 76.7% (33) rated in the Outstanding, Very Good, or Good to Average range (100.0 thru 70.0); 18.6% (8) rated Below Average (69.9 thru 65.0) and 4.7% (2) rated Poor (64.9 thru 60.0). A 5-point scale was added in the full table for comparison purposes. *Reference page 5.*
3. Residents were asked to rate their satisfaction with their home and privatized housing community. See below based on 19,054 surveys received. *Reference page 12.*
 - 67% (12,777) are satisfied with their home, 10% (1,860) are neither satisfied nor dissatisfied and 23% (4,376) are dissatisfied with their home.
 - 61% (11,582) are satisfied with the privatized housing community, 12% (2,373) are neither satisfied nor dissatisfied and 26% (4,976) are dissatisfied with the privatized housing community.
4. 69.1% of responding residents are aware that the Housing Office is their advocate and 30.7% are not aware indicating while current efforts have been effective further education may be needed. *Reference page 13.*
5. Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents’ satisfaction within an Installation/Neighborhood.



Overall Results - Family Housing

1. Overall Response Rates:

The Response Rate of 24.6% is in the Good range. The majority of locations (86%) achieved a Response Rate greater than 20%. Six Installations have Response Rates under 20%.

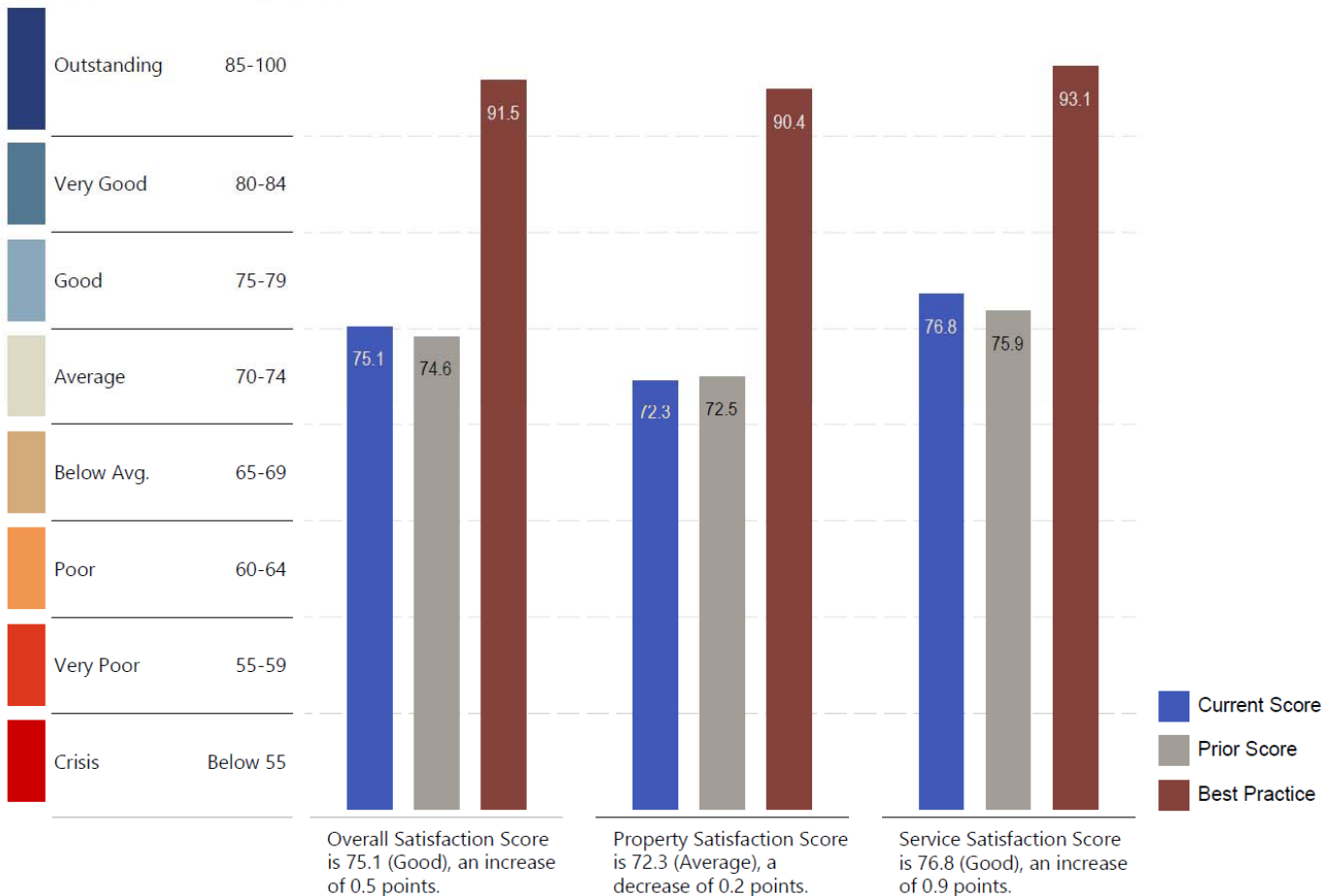
2. Satisfaction Index Results:

Overall Army RCI FH Scores were in the rating range of “Good” for the Overall Score (75.1) and the Service Score (76.8), and “Average” for Property Score (72.3).

# of Projects	43
# of Neighborhoods	380
Surveys Distributed	77,406
Surveys Received	19,054
Response Rate	24.6%

Satisfaction Index Comparison

Scores and Performance Levels



100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Scores are not a percentile. Scores are calculated 1-100 scoring range



3. Current and Prior Score by Satisfaction Indexes and Business Success Factors:

Army RCI Housing Scores increased slightly in the Overall and Service Satisfaction Indexes with a slight decline (-0.2) for Property Score. All Business Success Factors increased with the exception of Property Appearance and Condition (-0.5). Most notable increase is Quality of Maintenance at 1.6 points.

Metric	2019 Fall	2019 Spring	Var.
Overall Score	75.1	74.6	0.5
Property Score	72.3	72.5	(0.2)
Service Score	76.8	75.9	0.9
1 – Readiness to Solve Problems	78.1	77.4	0.7
2 – Responsiveness & Follow-Through	73.2	72.2	1.0
3 – Property Appearance & Condition	72.2	72.7	(0.5)
4 – Quality of Management Services	75.4	74.9	0.5
5 – Quality of Leasing	82.4	82.3	0.1
6 – Quality of Maintenance	79.6	78.0	1.6
7 – Property Rating	72.4	72.4	0.0
8 – Relationship Rating	76.1	75.5	0.6
9 – Renewal Intention	68.8	67.9	0.9
Survey Distribution			
Distributed	77,406	79,388	(1,982)
Received	19,054	23,431	(4,377)
Percent Received	24.6%	29.50%	-4.9%

Scores are not a percentile. Scores are calculated 1-100 scoring range.

4. Status of Overall Project by Overall Satisfaction Index:

60.5% of the Installations increased in Overall Score. 76.7% of Installations rated in the Outstanding, Very Good, Good or Average ranges (100.0 thru 70.0).

Project Status – Overall Satisfaction Index		
Status (43 Installations)	% of Project	# of Installations
1. Increased Scores	60.5%	26
2. Decreased Scores less than 5 points	34.9%	15
3. Decreased Scores more than 5 points	4.7%	2
4. Rated in the Outstanding, Very Good, Good or Average ranges (100.0 thru 70.0)	76.7%	33
5. Rated in the Below Average range (69.9 thru 65.0)	18.6%	8
6. Rating Poor or Very Poor ranges (64.9 thru 55.0)	4.7%	2

Business Success Factors	
1 - Readiness to Solve Problems	6 - Quality of Maintenance
2 - Responsiveness & Follow-Through	7 - Property Rating
3 - Property Appearance and Condition	8 - Relationship Rating
4 - Quality of Management Services	9 - Renewal Intention
5 - Quality of Leasing	



5. Scores and Rating by Installation:

Out of the 43 Installations, 76.7% (33) rated in the Outstanding, Very Good, or Good to Average range (100.0 thru 70.0); 18.6% (8) rated Below Average (69.9 thru 65.0) and 4.7% (2) rated Poor (64.9 thru 60.0). A 5-point scale added for comparison purposes.

Line	Installation	Partner	CEL Rating Scale Overall Score	Overall	Property	Service	Dist.	% Rec.	Overall - 5 Point Scale
1	Greely	Lend Lease	Outstanding	90.6	89.0	92.4	68	29.4%	4.53
2	Huachuca	Michaels	Outstanding	89.4	85.7	91.6	1034	29.5%	4.47
3	Yuma	Michaels	Outstanding	86.5	82.0	89.1	195	37.4%	4.33
4	White Sands	BBC	Outstanding	85.8	82.7	87.3	309	30.4%	4.29
5	Camp Parks	Clark	Very Good	83.4	79.5	86.5	108	48.1%	4.17
6	Redstone	Hunt	Very Good	82.4	82.7	81.7	341	43.7%	4.12
7	Aberdeen	Corvias	Very Good	82.2	78.0	85.0	731	47.9%	4.11
8	Picatinny	BBC	Very Good	82.2	80.1	83.9	70	48.6%	4.11
9	Wainwright	Lend Lease	Very Good	82.1	79.4	83.8	1617	29.5%	4.11
10	Rucker	Corvias	Very Good	81.6	76.4	84.7	1329	36.6%	4.08
11	Riley	Corvias	Very Good	81.5	79.2	82.5	3701	26.9%	4.08
12	Drum	Lend Lease	Very Good	81.4	77.4	83.7	3393	22.0%	4.07
13	Knox	Lend Lease	Very Good	80.8	77.6	82.4	2199	26.3%	4.04
14	Carlisle	BBC	Very Good	80.0	81.1	79.8	257	31.1%	4.00
15	Lee	Hunt	Good	78.1	75.6	79.7	1450	36.0%	3.91
16	Campbell	Lend Lease	Good	77.3	72.9	80.2	3947	21.4%	3.87
17	Irwin	Clark	Good	77.3	74.4	79.9	2302	42.5%	3.87
18	Polk	Corvias	Good	77.0	70.2	81.9	3153	26.4%	3.85
19	Hawaii	Lend Lease	Good	76.7	72.1	79.5	7021	23.3%	3.84
20	Sill	Corvias	Good	76.6	74.5	77.5	1754	39.0%	3.83
21	Detrick	BBC	Good	76.3	77.5	75.7	328	23.8%	3.82
22	Sam Houston	Lincoln	Good	76.2	69.2	81.5	866	26.8%	3.81
23	Hood	Lend Lease	Average	74.6	70.4	77.0	4722	29.6%	3.73
24	Moffett	Clark	Average	74.3	72.8	76.7	173	42.8%	3.72
25	Story	BBC	Average	74.0	69.5	78.2	226	31.4%	3.70
26	Hamilton	BBC	Average	73.7	73.1	74.0	210	28.1%	3.69
27	Benning	Clark	Average	73.4	71.3	75.1	3264	20.3%	3.67
28	Hunter	BBC	Average	73.4	71.6	74.9	604	27.3%	3.67
29	Eustis	BBC	Average	73.2	69.8	75.7	819	22.0%	3.66
30	Stewart	BBC	Average	73.2	70.0	76.0	2272	19.2%	3.66
31	Jackson	BBC	Average	72.7	72.8	73.8	771	22.3%	3.64
32	Bliss	BBC	Average	70.7	68.6	71.7	3988	17.2%	3.54
33	Monterey	Clark	Average	70.1	70.4	70.6	1982	30.0%	3.51
34	Belvoir	Clark	Below Average	69.6	68.2	70.0	1996	30.8%	3.48
35	Leonard Wood	BBC	Below Average	69.4	68.9	70.2	1678	14.2%	3.47
36	Leavenworth	Michaels	Below Average	69.3	70.8	69.0	1436	24.2%	3.47
37	Gordon	BBC	Below Average	69.0	67.8	70.6	937	20.6%	3.45
38	Lewis-McChord	Lincoln	Below Average	68.8	70.1	68.1	4635	12.2%	3.44
39	West Point	BBC	Below Average	68.7	69.8	69.1	728	28.6%	3.44
40	Meade	Corvias	Below Average	68.4	66.3	69.6	2261	25.3%	3.42
41	Carson	BBC	Below Average	65.5	64.5	66.4	3208	17.7%	3.28
42	Bragg	Corvias	Poor	63.5	61.9	63.3	5121	18.6%	3.18
43	Walter Reed	BBC	Poor	60.8	68.4	57.2	202	21.3%	3.04

Scores are not a percentile. Scores are calculated 1-100 scoring range.

6. Service Score Ratings by Installation for Fall and Spring 2019, 2018, 2017, 2016 and 2015:

For Fall 2019, the highest percentages based on the score ratings have shifted from Good, Average and Below Average to Very Good, Good and Average.

Service Ratings for Fall and Spring 2019 thru 2015												
CEL Rating Legend	Fall 2019	%	Spring 2019	%	2018	%	2017	%	2016	%	2015	%
Outstanding (100.0 to 85.0)	6	14.0%	3	7.0%	12	27.9%	13	30.2%	12	27.9%	3	7.0%
Very Good (84.9 to 80.0)	10	23.3%	5	11.6%	17	39.5%	15	34.9%	17	39.5%	11	25.6%
Good (79.9 to 75.0)	12	27.9%	12	27.9%	8	18.6%	9	20.9%	6	14.0%	15	34.9%
Average (74.9 to 70.0)	8	18.6%	13	30.2%	4	9.3%	3	7.0%	4	9.3%	6	14.0%
Below Avg. (69.9 to 65.0)	5	11.6%	7	16.3%	2	4.7%	3	7.0%	4	9.3%	8	18.6%
Poor 64.9 and Below	2	4.7%	3	7.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

7. Installations by Rating Scale:

Details by Installations by rating scale are provided below. Each is sorted in order of highest Service scores by Category. This is a visual demonstration of how the Installations ranked for the chart above.

Outstanding	Very Good	Good	Average	Below Average	Poor
100.0 to 85.0	84.9 to 80.0	79.9 to 75.0	74.9 to 70.0	69.9 to 65.0	64.9 to 60.0
Greely	Rucker	Irwin	Hunter	Meade	Bragg
Huachuca	Picatinny	Carlisle	Hamilton	West Point	
Yuma	Wainwright	Lee	Jackson	Leavenworth	V. Poor
White Sands	Drum	Hawaii	Bliss	Lewis-McChord	59.9 to 55.0
Camp Parks	Riley	Story	Monterey	Carson	Walter Reed
Aberdeen	Knox	Sill	Gordon		
	Polk	Hood	Leonard Wood		
	Redstone	Moffett	Belvoir		
	Sam Houston	Stewart			
	Campbell	Detrick			
		Eustis			
		Benning			

Scores are not a percentile. Scores are calculated 1-100 scoring range.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

8. Current and Prior Scores by Partner/Installation:

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
BBC	71.1	70.6	0.5	69.7	70.0	(0.3)	72.4	71.1	1.3	X		1.3
1 Bliss	70.7	70.5	0.2	68.6	69.0	(0.4)	71.7	71.2	0.5	X		0.5
2 Carlisle	80.0	83.5	(3.5)	81.1	84.4	(3.3)	79.8	83.1	(3.3)		(3.3)	
3 Carson	65.5	64.0	1.5	64.5	63.6	0.9	66.4	64.5	1.9	X		1.9
4 Detrick	76.3	73.0	3.3	77.5	75.6	1.9	75.7	71.4	4.3			4.3
5 Eustis	73.2	68.0	5.2	69.8	69.2	0.6	75.7	67.1	8.6			8.6
6 Gordon	69.0	73.0	(4.0)	67.8	71.4	(3.6)	70.6	75.0	(4.4)	X	(4.4)	
7 Hamilton	73.7	75.8	(2.1)	73.1	74.6	(1.5)	74.0	76.7	(2.7)	X	(2.7)	
8 Hunter	73.4	74.5	(1.1)	71.6	71.3	0.3	74.9	76.9	(2.0)	X	(2.0)	
9 Jackson	72.7	70.1	2.6	72.8	72.7	0.1	73.8	68.2	5.6	X		5.6
10 Leonard Wood	69.4	68.9	0.5	68.9	68.9	0.0	70.2	69.1	1.1	X		1.1
11 Picatinny	82.2	85.4	(3.2)	80.1	82.6	(2.5)	83.9	87.4	(3.5)		(3.5)	
12 Stewart	73.2	74.8	(1.6)	70.0	72.5	(2.5)	76.0	76.8	(0.8)		(0.8)	
13 Story	74.0	71.2	2.8	69.5	68.2	1.3	78.2	73.2	5.0			5.0
14 Walter Reed	60.8	65.7	(4.9)	68.4	69.6	(1.2)	57.2	63.2	(6.0)	X	(6.0)	
15 West Point	68.7	65.8	2.9	69.8	68.8	1.0	69.1	63.9	5.2	X		5.2
16 White Sands	85.8	82.9	2.9	82.7	82.8	(0.1)	87.3	82.4	4.9			4.9
Clark	73.4	75.3	(1.9)	71.7	73.7	(2.0)	75.0	76.5	(1.5)		(1.5)	
17 Belvoir	69.6	75.2	(5.6)	68.2	72.8	(4.6)	70.0	76.2	(6.2)	X	(6.2)	
18 Benning	73.4	76.0	(2.6)	71.3	74.3	(3.0)	75.1	77.1	(2.0)		(2.0)	
19 Camp Parks	83.4	76.5	6.9	79.5	77.7	1.8	86.5	76.2	10.3			10.3
20 Irwin	77.3	77.7	(0.4)	74.4	75.4	(1.0)	79.9	80.0	(0.1)		(0.1)	
21 Moffett	74.3	67.7	6.6	72.8	70.4	2.4	76.7	66.7	10.0			10.0
22 Monterey	70.1	71.3	(1.2)	70.4	71.6	(1.2)	70.6	72.0	(1.4)	X	(1.4)	
Corvias	75.1	67.0	8.1	71.8	65.0	6.8	76.8	67.6	9.2			9.2
23 Aberdeen	82.2	78.5	3.7	78.0	75.9	2.1	85.0	80.5	4.5			4.5
24 Bragg	63.5	58.9	4.6	61.9	58.0	3.9	63.3	58.0	5.3	X		5.3
25 Meade	68.4	62.4	6.0	66.3	62.0	4.3	69.6	62.1	7.5	X		7.5
26 Polk	77.0	68.4	8.6	70.2	63.5	6.7	81.9	71.9	10.0			10.0
27 Riley	81.5	74.9	6.6	79.2	72.7	6.5	82.5	76.1	6.4			6.4
28 Rucker	81.6	72.7	8.9	76.4	68.5	7.9	84.7	74.9	9.8			9.8
29 Sill	76.6	70.1	6.5	74.5	69.6	4.9	77.5	70.0	7.5			7.5
Hunt	79.0	77.6	1.4	77.1	74.7	2.4	80.2	79.2	1.0			1.0
30 Lee	78.1	77.2	0.9	75.6	73.4	2.2	79.7	79.6	0.1			0.1
31 Redstone	82.4	79.1	3.3	82.7	80.1	2.6	81.7	77.6	4.1			4.1
Lend Lease	77.8	78.0	(0.2)	73.7	74.8	(1.1)	80.2	79.9	0.3			0.3
32 Campbell	77.3	77.4	(0.1)	72.9	73.7	(0.8)	80.2	79.7	0.5			0.5
33 Drum	81.4	80.0	1.4	77.4	76.0	1.4	83.7	82.3	1.4			1.4
34 Greely	90.6	89.0	1.6	89.0	88.0	1.0	92.4	90.1	2.3			2.3
35 Hawaii	76.7	78.3	(1.6)	72.1	75.5	(3.4)	79.5	79.8	(0.3)		(0.3)	
36 Hood	74.6	72.6	2.0	70.4	69.5	0.9	77.0	74.3	2.7			2.7
37 Knox	80.8	79.8	1.0	77.6	76.1	1.5	82.4	82.0	0.4			0.4
38 Wainwright	82.1	83.2	(1.1)	79.4	81.3	(1.9)	83.8	84.5	(0.7)		(0.7)	
Lincoln	71.0	74.5	(3.5)	69.8	73.0	(3.2)	72.0	75.6	(3.6)	X	(3.6)	
39 Lewis-McChord	68.8	74.1	(5.3)	70.1	73.6	(3.5)	68.1	74.4	(6.3)	X	(6.3)	
40 Sam Houston	76.2	76.3	(0.1)	69.2	70.4	(1.2)	81.5	80.9	0.6			0.6
Michaels	79.5	77.8	1.7	78.2	76.3	1.9	80.6	78.6	2.0			2.0
41 Huachuca	89.4	87.5	1.9	85.7	84.5	1.2	91.6	89.3	2.3			2.3
42 Leavenworth	69.3	69.5	(0.2)	70.8	69.7	1.1	69.0	69.5	(0.5)	X	(0.5)	
43 Yuma	86.5	82.6	3.9	82.0	78.9	3.1	89.1	84.5	4.6			4.6

Highlighting represents the high low and median range of data for visual reference. Scores are not a percentile. Scores are 1-100 scoring range.



9. Response Rates by Installation:

Of the 43 Installations surveyed, response rates ranged from a high of 48.6% (Picatinny) to a low of 12.2% for JBLM.

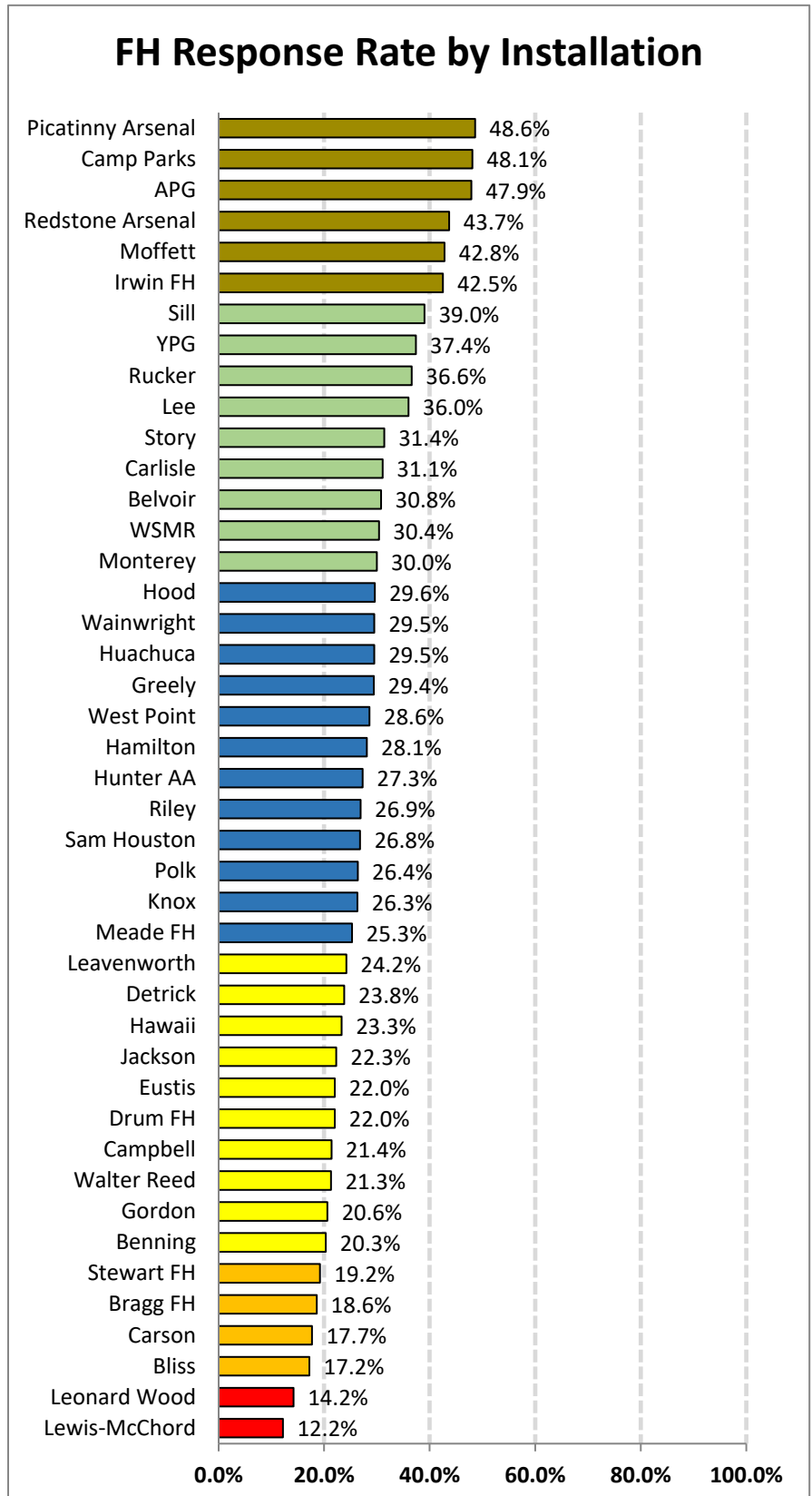
An overall minimum goal of 20% was set for each Installation as well as for each Neighborhood within each Installation.

37 Installations met or exceeded the 20% goal.

The following six Installations did not meet the response rate goal:

1. Lewis-McChord (12%)
2. Leonard Wood (14.2%)
3. Bliss (17.2%)
4. Carson (17.7%)
5. Bragg FH (18.6%)
6. Stewart FH (19.2%)

Color Key	
Range	Rating
40% or Higher	Outstanding
30% to 39%	Very Good
25% to 29%	Good
20% to 24%	Average
15% to 19%	Below Average
Under 15%	Poor





10. Overall Score by Installation:

The FH Overall Score by Installation ranged from a high of 90.6 (Greely) to a low of 60.8 (Walter Reed).

Note: An Overall Score of 80.0 was utilized as the “Goal” score for this score array.

Outstanding (85.0 or above)

4 Installations (9.3%)

Greely, Huachuca, Yuma, White Sands

Very Good (84.9 to 80.0)

10 Installations (23.3%)

Camp Parks, Redstone, Picatinny, Aberdeen, Wainwright, Rucker, Riley Drum, Knox, Carlisle

Good (79.9 to 75.0)

8 Installations (18.6%),

Lee, Irwin, Campbell, Polk, Hawaii, Sill, Detrick, Sam Houston

Average (74.9 to 70.0)

11 Installations (25.6%)

Hood, Moffett, Story, Hamilton, Hunter, Benning, Stewart, Eustis, Jackson, Bliss, Monterey

Below Average (69.9 to 65.0)

8 Installations (18.6%),

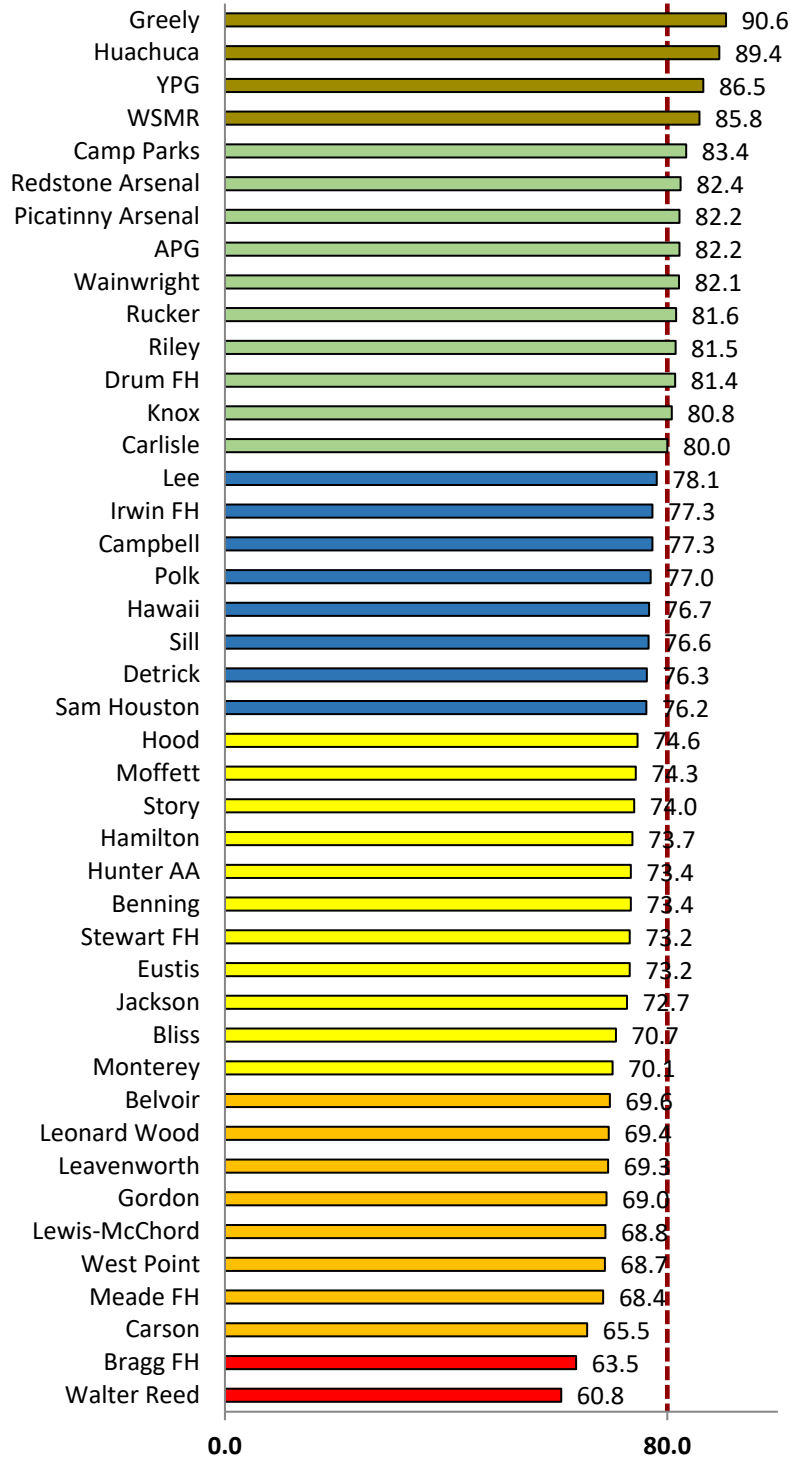
Belvoir, Leonard Wood, Leavenworth, Gordon, Lewis-McChord, West Point, Meade, Carson

Poor (64.9 to 60.0)

2 Installations (4.7%)

Bragg, Walter Reed

FH Overall Score by Installation



11. Property Score by Installation:

The FH Property Score by Installation ranged from a high of 89.0 (Greely) to a low of 61.9 (Bragg FH).

Note: A Property Score of 80.0 was utilized as the “Goal” score for this score array.

Outstanding (85.0 or above)

2 Installations (4.7%)

Greely, Huachuca

Very Good (84.9 to 80.0)

5 Installations (11.6%)

White Sands, Redstone, Yuma, Carlisle, Picatinny

Good (79.9 to 75.0)

9 Installations (21.0%),

Camp Parks, Wainwright, Riley, Aberdeen, Knox, Detrick, Drum, Rucker, Lee

Average (74.9 to 70.0)

15 Installations (34.9%)

Sill, Irwin, Hamilton, Campbell, Moffett, Jackson, Hawaii, Hunter, Benning, Leavenworth, Monterey, Hood, Polk, Lewis-McChord, Stewart

Below Average (69.9 to 65.0)

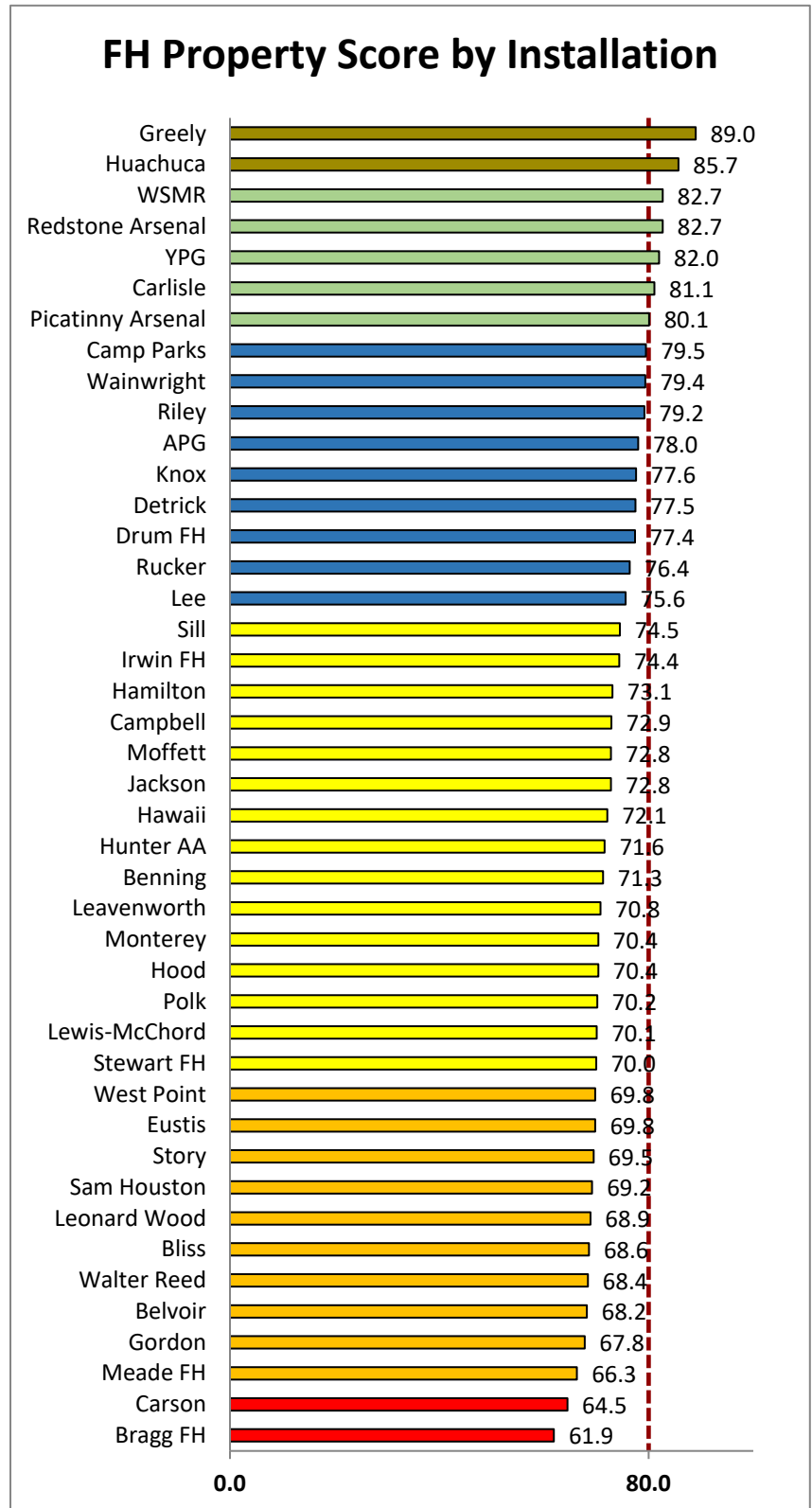
10 Installations (23.3%),

West Point, Eustis, Story, Sam Houston, Leonard Wood, Bliss, Walter Reed, Belvoir, Gordon, Meade

Poor (64.9 to 60.0)

2 Installations (4.7%)

Carson, Bragg





12. Service Score by Installation:

The FH Service Score by Installation ranged from a high of 92.4 (Greely) to a low of 57.2 (Walter Reed).

Note: A Score of 80.0 was utilized as the “Goal” score for this score array.

Outstanding (85.0 or above)

6 Installations (14.0%)

Greely, Huachuca, Yuma, White Sands, Camp Parks, Aberdeen

Very Good (84.9 to 80.0)

10 Installations (23.3%)

Rucker, Picatinny, Wainwright, Drum, Riley, Knox, Polk, Redstone, Sam Houston, Campbell

Good (79.9 to 75.0)

12 Installations (27.9%)

Irwin, Carlisle, Lee, Hawaii, Story, Sill, Hood, Moffett, Stewart, Eustis, Detrick, Benning

Average (74.9 to 70.0)

8 Installations (18.6%)

Hunter, Hamilton, Jackson, Bliss, Monterey, Gordon, Leonard Wood, Belvoir

Below Average (69.9 to 65.0)

5 Installations (11.6%),

Meade, West Point, Leavenworth, Lewis-McChord, Carson

Poor (64.9 to 60.0)

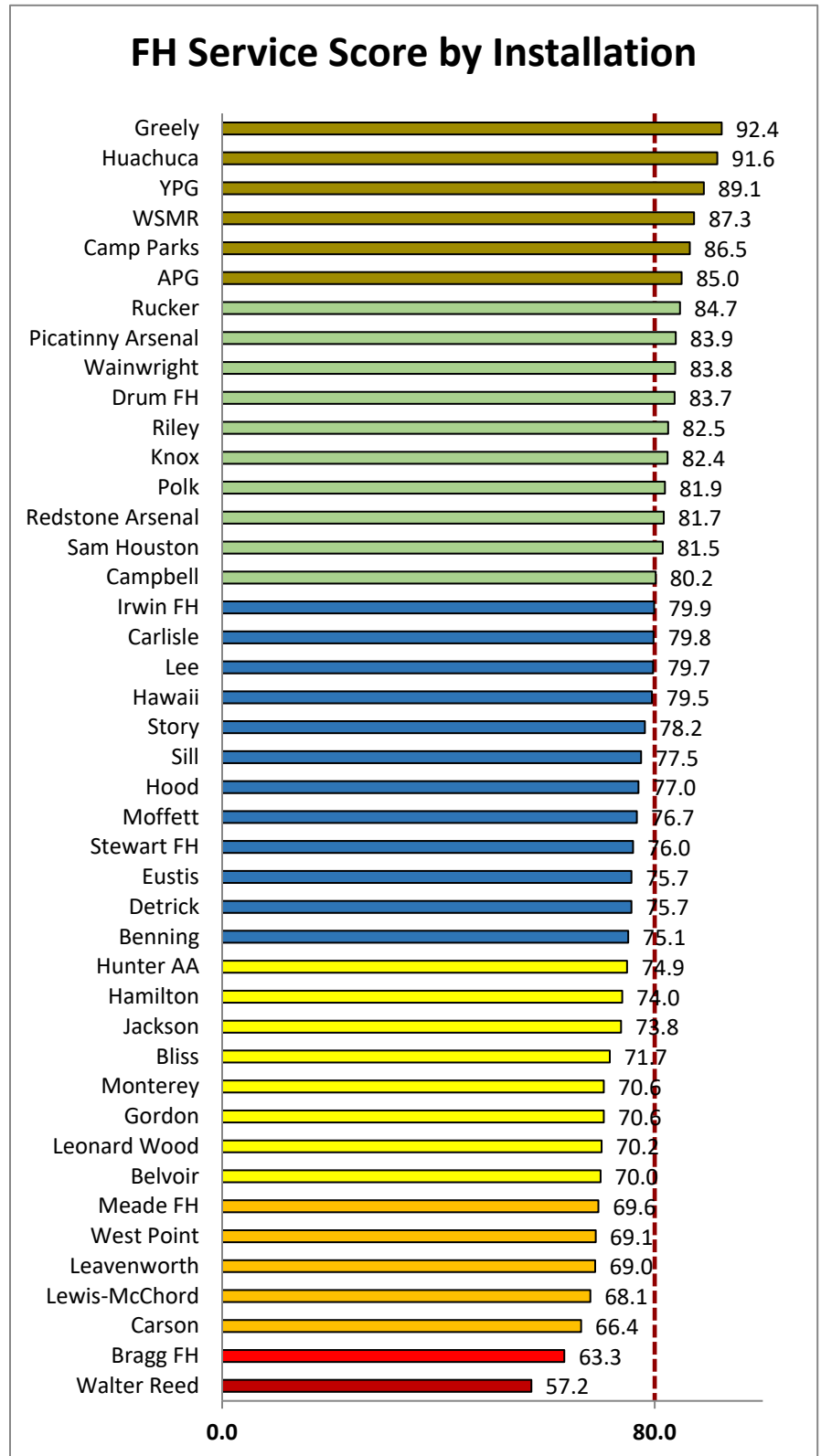
1 Installation (2.3%)

Bragg

Very Poor (59.9 to 55.0)

1 Installation (2.3%)

Walter Reed





13. Additional Non-Coded Questions added for 2019:

Residents were asked to rate their satisfaction with their home and privatized housing community. See below based on 19,054 surveys received.

- 67% (12,777) are satisfied with their home, 10% (1,860) are neither satisfied nor dissatisfied and 23% (4,376) are dissatisfied with their home.
- 61% (11,582) are satisfied with the privatized housing community, 12% (2,373) are neither satisfied nor dissatisfied and 26% (4,976) are dissatisfied with the privatized housing community.

Count and Percent Response by Question

Considering All Factors:	5	4	3	2	1	0	CEL Score	5 Point Score
a. How satisfied are you with your home?	6,177	6,600	1,860	2,697	1,679	41	73.6	3.7
b. How satisfied are you with this privatized housing community?	5,923	5,659	2,373	2,506	2,470	123	70.6	3.5

Considering All Factors:	5	4	3	2	1	0	CEL Score	5 Point Score
a. How satisfied are you with your home?	32%	35%	10%	14%	9%	0%	73.6	3.7
b. How satisfied are you with this privatized housing community?	31%	30%	12%	13%	13%	1%	70.6	3.5

Count and Percent by (5/4s, 3s and 2/1s)

Considering All Factors:	Satisfied 5/4s	Neutral	Dissatisfied 2/1s	No Opinion	CEL Score	5 Point Score
a. How satisfied are you with your home?	12,777	1,860	4,376	41	73.6	3.7
b. How satisfied are you with this privatized housing community?	11,582	2,373	4,976	123	70.6	3.5

Considering All Factors:	Satisfied 5/4s	Neutral 3s	Dissatisfied 2/1s	No Opinion	CEL Score	5 Point Score
a. How satisfied are you with your home?	67%	10%	23%	0%	73.6	3.7
b. How satisfied are you with this privatized housing community?	61%	12%	26%	1%	70.6	3.5



14. Select questions regarding the Housing Office:

The following questions were asked to better understand the residents’ level of awareness, satisfaction, acceptance and use of the Housing Office’s role as resident advocate. Results should be reviewed at the Installation level to determine Installations with a need for more education or communication regarding the role of the Housing Office.

10) Are you aware that the Housing Office (Government staff) is your advocate for on and off Post housing, including Army Family Housing (AFH), privatized Family Housing (RCI), and off-post Private Rentals?					
Yes		No		No Answer	
Count	Percent	Count	Percent	Count	Percent
13,157	69.1%	5,849	30.7%	48	0.3%

- 69.1% of responding residents are aware that the Housing Office is their advocate.
- 30.7% are not aware, indicating additional efforts are needed.

11) How satisfied are you with the fact that the Housing Office (Government staff) is your advocate for on and off Post housing, including Army Family Housing (AFH), privatized Family Housing (RCI), and off-post Private Rentals?		
Very Satisfied	4,681	24.6%
Somewhat Satisfied	3,533	18.5%
Neither Satisfied nor Dissatisfied	4,080	21.4%
Somewhat Dissatisfied	837	4.4%
Very Dissatisfied	837	4.4%
I was not aware the Housing Office is my Advocate	3,334	17.5%
Don't Know	1,725	9.1%
No Answer	27	0.1%
Totals	19,054	100%

- Regarding satisfaction with the Housing Office’s role as resident advocate:
- 43.1% of residents are “Very Satisfied” to “Somewhat Satisfied”.
 - 8.8% of residents are “Somewhat” to “Very Dissatisfied”.

12) Will you use the Housing Office as your advocate if assistance with a housing related issue is needed in the future?							
Yes		No		Don’t Know		No Answer	
Count	Percent	Count	Percent	Count	Percent	Count	Percent
11,928	62.6%	1,698	8.9%	5,391	28.3%	37	0.2%

- 62.6% of residents will use the Housing Office as their advocate.
- 28.3% Indicated they “Don’t Know”.

13) Select all services used from the Housing Office (Government staff) within the last 12 months. (Select all that apply.)		
Item	Count	Percent
Mediating dissatisfaction with a work order	2,686	14.1%
Assignment and termination process	3,110	16.3%
Communication of disruption of services (utilities, scheduling appointments, etc.)	4,517	23.7%
Landlord/Tenant or Tenant/Tenant relations	3,114	16.3%
Housing referral services	2,031	10.7%
No Answer	9,234	48.5%

- 48.5% responded with No Answer. Most likely due to not using Housing Office services.



15. Select Questions by Installation, Sorted by Partner:

The following questions were selected as areas indicative of Resident Satisfaction.

8a. Considering all factors how satisfied are you with your home overall?

8b. Considering all factors how satisfied are you with the privatized housing community?

2j. Overall level of quality and services received?

5a. Overall condition of your home?

Color Coding:

Areas rated over 25% dissatisfied are indicated in red font and red highlight. Dissatisfied = a selection of a 2 or 1 response choice for that question.

Results:

For the Fall 2019 Survey, improvement was made in the areas of “Q2j. Services Overall” and “Q5a. Condition of Home.”

Installation	Partner	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
Bliss	BBC	25.6%	31.0%	29.0%	27.2%
Carlisle	BBC	15.0%	20.0%	5.0%	23.8%
Carson	BBC	37.1%	41.4%	37.9%	35.6%
Detrick	BBC	32.1%	29.5%	19.5%	33.8%
Eustis	BBC	32.2%	36.3%	18.0%	34.6%
Gordon	BBC	43.5%	40.3%	24.6%	47.2%
Hamilton	BBC	30.5%	37.3%	20.3%	33.9%
Hunter	BBC	24.2%	28.0%	23.3%	28.0%
Jackson	BBC	25.6%	34.3%	26.3%	29.7%
Leonard Wood	BBC	35.0%	39.0%	28.2%	35.0%
Picatinny	BBC	26.5%	20.6%	8.8%	26.5%
Stewart	BBC	25.1%	30.8%	16.4%	28.4%
Story	BBC	32.4%	29.6%	12.7%	39.4%
Walter Reed	BBC	39.5%	34.9%	58.1%	32.6%
West Point	BBC	29.3%	50.0%	23.7%	35.6%
White Sands	BBC	7.4%	8.5%	11.7%	8.5%
Belvoir	Clark	30.2%	37.3%	20.3%	29.6%
Benning	Clark	24.7%	28.7%	13.5%	30.2%
Camp Parks	Clark	11.5%	15.4%	9.6%	21.2%
Irwin	Clark	21.7%	24.4%	11.6%	24.3%
Moffett	Clark	15.1%	21.9%	18.3%	24.3%
Monterey	Clark	22.3%	29.9%	24.3%	29.1%
APG	Corvias	15.7%	12.4%	5.5%	23.2%
Bragg	Corvias	36.3%	43.3%	29.0%	39.7%
Meade	Corvias	35.8%	42.3%	18.6%	40.7%
Polk	Corvias	24.4%	25.7%	7.2%	28.3%
Riley	Corvias	13.5%	16.3%	8.9%	15.5%
Rucker	Corvias	14.0%	13.2%	7.0%	18.1%
Sill	Corvias	20.2%	23.9%	13.5%	24.2%
Lee	Hunt	18.0%	20.0%	12.6%	19.5%
Redstone	Hunt	14.9%	11.5%	10.9%	16.1%
Campbell	Lendlease	19.5%	22.3%	10.5%	21.5%
Drum	Lendlease	15.8%	15.2%	6.9%	21.3%
Greely	Lendlease	5.0%	5.3%	5.0%	5.0%
Hawaii	Lendlease	14.9%	20.1%	14.1%	17.2%
Hood	Lendlease	26.6%	27.1%	16.2%	32.1%
Knox	Lendlease	14.4%	15.0%	7.4%	17.9%
Wainwright	Lendlease	14.5%	12.9%	8.3%	14.0%
Lewis-McChord	Lincoln	33.6%	39.2%	26.2%	33.7%
Sam Houston	Lincoln	27.3%	29.9%	7.3%	34.5%
Huachuca	Michaels	4.6%	3.6%	2.3%	5.0%
Leavenworth	Michaels	30.2%	33.8%	22.6%	32.4%
YPG	Michaels	8.3%	9.9%	6.8%	15.3%

16. Highest and Lowest Scoring Questions:

CEL reviewed the Top and Bottom scoring questions for Fall 2019 Survey.

The Top Five scoring questions range from 89.2 to 82.5 and include areas such as Courtesy, Respect, and Professionalism of Staff, Ease of Leasing Process, and Overall Leasing Process. The Top Five scoring questions are the same as the prior survey.

Top 5 Scoring Questions			
Question	Fall Score	Spring Score	Var.
3c. Courtesy of maintenance personnel	89.2	88.1	1.1
6b. Professionalism in which you are treated (Leasing)	85.4	85.4	0.0
2c. Courtesy and Respect with which you are treated. (Management)	85.3	84.6	0.7
6a. Ease of the Leasing Process	82.8	83.0	-0.2
6d. Overall level and quality of the leasing office	82.5	82.5	0.0

Scores are not a percentile. Scores are 1-100 scoring range.

The Bottom Five scoring questions range from 68.8 to 62.4 and include areas of Community Conditions, Visitor Parking, Landscaping and Quality of Management. For the Fall 2019 survey, Landscaping (community) was added to the list, replacing Pest control. Pest control did not make the Bottom Five questions for the Fall Survey but was the 6th lowest rated question at 68.9.

Bottom 5 Scoring Questions			
Question	Fall Score	Spring Score	Var.
1e. Condition of roads, parking areas, sidewalks and common areas	68.8	68.4	0.4
4f. Visitor parking	68.2	68.5	-0.3
1c. Landscaping (Community)	68.1	68.5	-0.4
5b. Landscaping (immediate area around your home)	66.2	65.8	0.4
7e. Compared to other communities I have lived in this is the best managed	62.4	61.5	0.9

Scores are not a percentile. Scores are 1-100 scoring range.



B. Overall Results - Unaccompanied Housing

Unaccompanied Housing consists of five complexes within five separate Installations.

Portfolio	Overall Score			Property Score			Service Score			Response Rate		
	Current	Prior	Change	Current	Prior	Change	Current	Prior	Change	Current	Prior	Change
Army UH	86.8	86.7	0.1	86.5	86.5	0.0	86.8	86.4	0.4	19.3%	19.8%	(0.5%)

Observations:

- Fort Stewart, Marne Point achieved a Platinum Award. Fort Drum, The Timbers achieved a Service Score of 98.2 but did not meet the minimum response rate criteria of 20% to be award eligible.
- The Overall Service Score is 86.8, an increase of 0.4 points.
- All Buildings scored in the range of “Good” to “Outstanding” for all Satisfaction Indexes.
- Forts Drum, Meade and Stewart all increased scores within all Satisfaction Indexes. Most notably, Fort Stewart UH by 6.5 points in Service.

Satisfaction Index Score & Survey Response Detail, Sorted by Overall Score

Property Name	OA Score	Prop Score	Svc Score	Surveys Distr.	Surveys Rec'd	Resp. Rate	Awd
DRUM,THE TIMBERS	96.7	94.7	98.2	198	28	14.1%	
STEWART,MARNE POINT	94.8	93.0	96.4	315	83	26.3%	
BRAGG,RANDOLPH POINTE	84.5	82.7	84.6	409	68	16.6%	
MEADE,REECE CROSSINGS	82.5	84.2	80.7	706	123	17.4%	
IRWIN,TOWN CENTER TERRACE	79.3	79.3	79.5	121	35	28.9%	

UH Building	Overall			Property			Service		
	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
Bragg	84.5	86.3	(1.8)	82.7	85.4	(2.7)	84.6	85.7	(1.1)
Drum	96.7	94.8	1.9	94.7	93.2	1.5	98.2	95.8	2.4
Irwin	79.3	80.4	(1.1)	79.3	79.6	(0.3)	79.5	81.9	(2.4)
Meade	82.5	79.7	2.8	84.2	82.6	1.6	80.7	76.2	4.5
Stewart	94.8	89.1	5.7	93.0	88.2	4.8	96.4	89.9	6.5

Scores are not a percentile. Scores are 1-100 scoring range.

C. Awards – Family Housing

All Army RCI locations surveyed participated in the CEL National Award Program for Service Excellence. This award recognizes those private sector and military housing locations and/or Installations/Firms that provide an excellent level of service to residents.

- ◆ 44 Neighborhood Awards
- ◆ 6 Crystal Awards

To be award eligible, Neighborhoods must meet Service Index score and Response Rate criteria as follows:

- **A List Award:** Service Satisfaction Score of at least 85.0, and a Response Rate of at least 20%.
- **Platinum Award:** Service Satisfaction Score of at least 93.1 (varies annually), and a Response Rate of at least 20%.

37 Family Housing Neighborhoods achieved A List Awards for Excellence in Service and 7 achieved Platinum Awards.

For Fall 2019, 6 Installations achieved a Crystal Installation Award and are listed below. To qualify, an Installation must have a consolidated Service Satisfaction score of at least 85.0 and a consolidated Response Rate of at least 20.0%.

Installation	Service	Rec'd	Partner
Greely	92.4	29.4%	LendLease
Huachuca	91.6	29.5%	Michaels
Yuma	89.1	37.4%	Michaels
White Sands	87.3	30.4%	BBC
Camp Parks	86.5	48.1%	Clark
Aberdeen	85.0	47.9%	Corvias

Note: Sorted by Service Score. Scores are not a percentile. Scores are 1-100 scoring range.

Honorable mention: Rucker (Corvias) 84.7

D. Results by Partner – Family Housing

1. Results by Partner:

The scores for each Partner were compared against the results for “Overall Army RCI Family Housing.” Michaels had the highest Service Score at 80.6, followed by Hunt and Lendlease 80.2. Lendlease had the largest portfolio by Resident Count with 22,967 surveys distributed; BBC had the largest Portfolio by number of Installations (16) and Neighborhoods Surveyed (124). Hunt had the highest response rates at 37.5%.

66.1% (251) Neighborhoods of the Army housing portfolio has a Service Score under 75.0. Reporting and the associated comments should be reviewed down to the Neighborhood level by Installation to better understand issues impacting Neighborhoods and homes within an Installation.

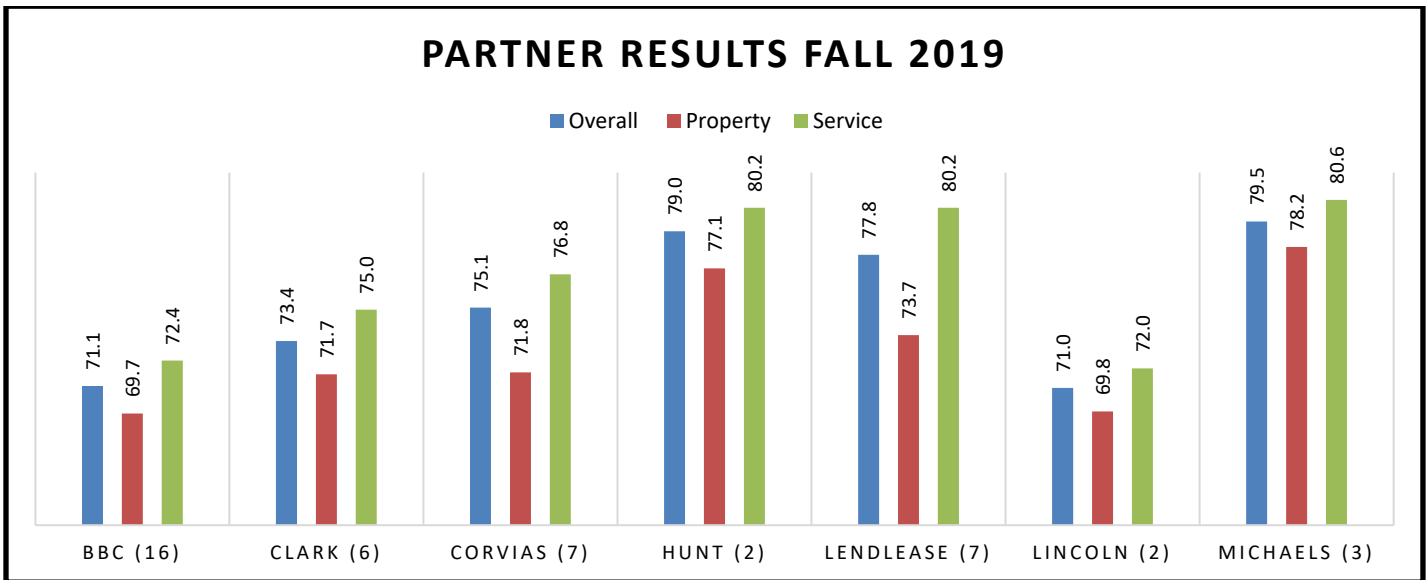
Results by Partner - FH								
Metric	Overall Army	BBC	Clark	Corvias	Hunt	Lend-lease	Lincoln	Michaels
Neighborhoods Surveyed	380	124	64	31	8	88	30	35
Surveys Distributed	77,406	16,607	9,825	18,050	1,791	22,967	5,501	2,665
Surveys Received	19,054	3,305	2,976	4,876	671	5,701	799	726
Response Rate	24.6%	19.9%	30.3%	27.0%	37.5%	24.8%	14.5%	27.2%
Overall Score	75.1	71.1	73.4	75.1	79.0	77.8	71.0	79.5
Property Score	72.3	69.7	71.7	71.8	77.1	73.7	69.8	78.2
Service Score	76.8	72.4	75.0	76.8	80.2	80.2	72.0	80.6
1 - Readiness to Solve Problems	78.1	72.5	76.5	78.7	82.8	81.2	73.2	81.9
2 - Responsiveness & Follow-Through	73.2	67.9	71.0	73.0	77.4	77.4	69.0	76.8
3 - Property Appearance & Condition	72.2	69.4	72.4	70.3	78.5	74.3	70.1	77.8
4 - Quality of Management Services	75.4	70.0	73.4	75.6	79.9	79.2	69.9	79.6
5 - Quality of Leasing	82.4	77.8	78.8	84.2	86.9	85.3	77.6	82.0
6 - Quality of Maintenance	79.6	77.1	77.3	79.1	79.9	82.8	74.9	83.3
7 - Property Rating	72.4	69.8	71.3	72.6	76.4	73.4	69.7	78.5
8 - Relationship Rating	76.1	71.3	74.7	76.2	80.6	79.2	71.1	79.8
9 - Renewal Intention	68.8	62.3	66.4	68.9	72.0	73.3	62.9	75.9
# Props - Svc < 75	251	100	51	19	2	42	20	17
% Props - Svc < 75	66.1%	80.6%	79.7%	61.3%	25.0%	47.7%	66.7%	48.6%
Properties Winning A List	37	8	2	2	1	13	0	11
Properties Winning Platinum	7	3	0	0	0	0	0	4
% Props Winning Award	11.6%	8.9%	3.1%	6.5%	12.5%	14.8%	0.0%	42.9%

Scores are not a percentile. Scores are 1-100 scoring range.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

2. Satisfaction Indexes by Partner:

The following details the Satisfaction Indexes by Partner.



3. Satisfaction Indexes by Partner, Current and Prior Scores:

Corvias increased all Satisfaction Indexes by 8.0 points on average. The variances for all others either increased or decreased by less than 2.5 points except for Lincoln. Lincoln decreased in all Satisfaction Indexes by 3.4 points on average. Lincoln's score decline is directly attributed to JBLM.

Partner	Overall			Property			Service		
	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
BBC	71.1	70.6	0.5	69.7	70.0	(0.3)	72.4	71.1	1.3
Clark	73.4	75.3	(1.9)	71.7	73.7	(2.0)	75.0	76.5	(1.5)
Corvias	75.1	67.0	8.1	71.8	65.0	6.8	76.8	67.6	9.2
Hunt	79.0	77.6	1.4	77.1	74.7	2.4	80.2	79.2	1.0
Lendlease	77.8	78.0	(0.2)	73.7	74.8	(1.1)	80.2	79.9	0.3
Lincoln	71.0	74.5	(3.5)	69.8	73.0	(3.2)	72.0	75.6	(3.6)
Michaels	79.5	77.8	1.7	78.2	76.3	1.9	80.6	78.6	2.0

Scores are not a percentile. Scores are 1-100 scoring range.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis



4. Score Cards by Partner:

A Score Card for each Partner has been created to provide a quick overview of the results, as well as allow for ease in sharing information. *Reference pages 21 thru 28.*

Each Score Card includes the following information:

- **Current and Prior Score** – Table showing current and prior Partner performance. Uses Overall Army RCI Housing as baseline.
- **Project Details** – Survey period, survey response data, and number of Neighborhoods surveyed.
- **Observations** – Review of overall Partner performance and each Installation managed by the Partner.
- **Awards** – Any awards achieved on an Overall Installation level.
- **Service Prior Score Comparison** – Four years of Service Satisfaction Index scores by Installation. Color-coding to easily determine improvements made, Installations doing well, and Installations in need of improvement.
- **Current Satisfaction Indexes by Installation** – Overall, Property and Service Scores for each Installation.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Balfour Beatty (BBC)

BBC has sixteen Installations that include 124 Neighborhoods. The Service Score increased by 1.3 points with a slight decline in the Property Score of -0.3.

Survey Period:	Nov 2019 to Dec 2019
Response Data:	
Surveys Distributed:	16,607
Surveys Received:	3,305
Response Rate:	19.9%
Properties Surveyed:	124

Overall			Property			Service		
Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
71.1	70.6	0.5	69.7	70.0	(0.3)	72.4	71.1	1.3

Observations:

- White Sands achieved a Crystal Award in Fall 2019 with a Service Score of 87.3.
- 9 out of the 16 Installations increased the Service Score. Most notably Eustis 8.6, Jackson 5.6, West Point 5.2 and Story 5.0.
- Special attention should be given to those Installations with score decreases, any scores under 75 or Installations with Neighborhoods with scores under 75.
- BBC has one UH Installation (STEWART, MARNE POINT) that achieved a Platinum A List Award.

Service Scores and Ratings - Sorted Alphabetically by Installation

Installation	Service Scores						Rating Range				
	Fall 2019	Spring 2019	Var.	2018	2017	2016	Fall 2019	Spring 2019	2018	2017	2016
Bliss	71.7	71.2	0.5	76.8	71.1	73.7	Avg	Avg	Good	Avg	Avg
Carlisle	79.8	83.1	(3.3)	87.9	87.6	88.0	Good	V. Good	Outstdg	Outstdg	Outstdg
Carson	66.4	64.5	1.9	69.5	69.8	70.5	Blw Avg	Poor	Blw Avg	Blw Avg	Avg
Detrick	75.7	71.4	4.3	72.5	78.0	77.5	Good	Avg	Avg	Good	Good
Eustis	75.7	67.1	8.6	76.0	70.3	68.5	Good	Blw Avg	Good	Avg	Blw Avg
Gordon	70.6	75.0	(4.4)	80.0	77.0	74.3	Avg	Good	V. Good	Good	Avg
Hamilton	74.0	76.7	(2.7)	71.1	80.9	78.5	Avg	Good	Avg	V. Good	Good
Hunter	74.9	76.9	(2.0)	81.5	77.9	76.2	Avg	Good	V. Good	Good	Good
Jackson	73.8	68.2	5.6	80.0	85.4	81.2	Avg	Blw Avg	V. Good	Outstdg	V. Good
Leonard Wood	70.2	69.1	1.1	83.3	80.7	75.8	Avg	Blw Avg	V. Good	V. Good	Good
Picatinny	83.9	87.4	(3.5)	84.2	87.9	89.9	V. Good	Outstdg	V. Good	Outstdg	Outstdg
Stewart FH	76.0	76.8	(0.8)	78.5	76.9	69.6	Good	Good	Good	Good	Blw Avg
Story	78.2	73.2	5.0	88.6	83.1	84.1	Good	Avg	Outstdg	V. Good	V. Good
Walter Reed	57.2	63.2	(6.0)	74.4	71.3	68.8	Poor	Poor	Avg	Avg	Blw Avg
West Point	69.1	63.9	5.2	75.8	67.3	69.0	Blw Avg	Poor	Good	Blw Avg	Blw Avg
White Sands	87.3	82.4	4.9	85.5	82.8	83.2	Outstdg	V. Good	Outstdg	V. Good	V. Good

Green highlight indicates score increase. Scores are not a percentile. Scoring is 1-100 range.

Balfour Beatty (BBC) Cont.

All Service Indexes - Sorted Alphabetically by Installation

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
Army Overall	75.1	74.6	0.5	72.3	72.5	(0.2)	76.8	75.9	0.9			
BBC Overall	71.1	70.6	0.5	69.7	70.0	(0.3)	72.4	71.1	1.3	X		1.3
Bliss	70.7	70.5	0.2	68.6	69.0	(0.4)	71.7	71.2	0.5	X		0.5
Carlisle	80.0	83.5	(3.5)	81.1	84.4	(3.3)	79.8	83.1	(3.3)		(3.3)	
Carson	65.5	64.0	1.5	64.5	63.6	0.9	66.4	64.5	1.9	X		1.9
Detrick	76.3	73.0	3.3	77.5	75.6	1.9	75.7	71.4	4.3			4.3
Eustis	73.2	68.0	5.2	69.8	69.2	0.6	75.7	67.1	8.6			8.6
Gordon	69.0	73.0	(4.0)	67.8	71.4	(3.6)	70.6	75.0	(4.4)	X	(4.4)	
Hamilton	73.7	75.8	(2.1)	73.1	74.6	(1.5)	74.0	76.7	(2.7)	X	(2.7)	
Hunter	73.4	74.5	(1.1)	71.6	71.3	0.3	74.9	76.9	(2.0)	X	(2.0)	
Jackson	72.7	70.1	2.6	72.8	72.7	0.1	73.8	68.2	5.6	X		5.6
Leonard Wood	69.4	68.9	0.5	68.9	68.9	0.0	70.2	69.1	1.1	X		1.1
Picatinny	82.2	85.4	(3.2)	80.1	82.6	(2.5)	83.9	87.4	(3.5)		(3.5)	
Stewart	73.2	74.8	(1.6)	70.0	72.5	(2.5)	76.0	76.8	(0.8)		(0.8)	
Story	74.0	71.2	2.8	69.5	68.2	1.3	78.2	73.2	5.0			5.0
Walter Reed	60.8	65.7	(4.9)	68.4	69.6	(1.2)	57.2	63.2	(6.0)	X	(6.0)	
West Point	68.7	65.8	2.9	69.8	68.8	1.0	69.1	63.9	5.2	X		5.2
White Sands	85.8	82.9	2.9	82.7	82.8	(0.1)	87.3	82.4	4.9			4.9

Highlight represents the high low and median range of data. Scores are not a percentile. Scoring is 1-100 range.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents' satisfaction within an Installation/Neighborhood.

Clark Realty

Clark Realty has six Installations that include 64 Neighborhoods. All Satisfaction Indexes decreased from Spring 2019, with the Property Score decreasing by 2 points.

Survey Period:	Nov 2019 to Dec 2019
Response Data:	
Surveys Distributed:	9,825
Surveys Received:	2,976
Response Rate:	30.3%
Properties Surveyed:	64

Overall			Property			Service		
Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
73.4	75.3	(1.9)	71.7	73.7	(2.0)	75.0	76.5	(1.5)

Observations:

- Camp Parks achieved a Crystal Award for the Fall 2019 Survey.
- Camp Parks (10.3) and Moffett (10.0) increased in Service Score.
- Moffett moved from a rating of Below Average to Good.

Service Scores and Ratings - Sorted Alphabetically by Installation

Installation	Service Scores						Fall 2019	Rating Range			
	Fall 2019	Spring 2019	Var	2018	2017	2016		Spring 2019	2018	2017	2016
Belvoir	70.0	76.2	-6.2	79.5	75.9	80.5	Avg	Good	Good	Good	V. Good
Benning	75.1	77.1	-2.0	82.5	81.6	81.2	Good	Good	V. Good	V. Good	V. Good
Camp Parks	86.5	76.2	10.3	80.3	82.7	84.1	Outstdg	Good	V. Good	V. Good	V. Good
Irwin FH	79.9	80.0	-0.1	81.8	82.0	80.9	Good	V. Good	V. Good	V. Good	V. Good
Moffett	76.7	66.7	10.0	75.6	62.8	70.5	Good	Blw Avg	Good	Poor	Avg
Monterey	70.6	72.0	-1.4	68.8	75.9	80.2	Avg	Avg	Blw Avg	Good	V. Good

Green highlight indicates score increase. Scores are not a percentile. Scoring is 1-100 range.

All Service Indexes - Sorted Alphabetically by Installation

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
Army Overall	75.1	74.6	0.5	72.3	72.5	(0.2)	76.8	75.9	0.9			
Clark	73.4	75.3	(1.9)	71.7	73.7	(2.0)	75.0	76.5	(1.5)		(1.5)	
Belvoir	69.6	75.2	(5.6)	68.2	72.8	(4.6)	70.0	76.2	(6.2)	X	(6.2)	
Benning	73.4	76.0	(2.6)	71.3	74.3	(3.0)	75.1	77.1	(2.0)		(2.0)	
Camp Parks	83.4	76.5	6.9	79.5	77.7	1.8	86.5	76.2	10.3			10.3
Irwin	77.3	77.7	(0.4)	74.4	75.4	(1.0)	79.9	80.0	(0.1)		(0.1)	
Moffett	74.3	67.7	6.6	72.8	70.4	2.4	76.7	66.7	10.0			10.0
Monterey	70.1	71.3	(1.2)	70.4	71.6	(1.2)	70.6	72.0	(1.4)	X	(1.4)	

Highlight represents the high low and median range of data. Scores are not a percentile. Scoring is 1-100 range.

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents' satisfaction within an Installation/Neighborhood.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Corvias

Corvias has 7 Installations that include 31 Neighborhoods. All Corvias Satisfaction Indexes increased by over 6 points for the Fall 2019 survey. The Service Score increased by 9.2 points. Every Corvias Installation Satisfaction Index increased.

Survey Period:	Nov 2019 to Dec 2019
Response Data:	
Surveys Distributed:	18,050
Surveys Received:	4,876
Response Rate:	27.0%
Properties Surveyed:	31

Overall			Property			Service		
Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
75.1	67.0	8.1	71.8	65.0	6.8	76.8	67.6	9.2

Observations:

- All Satisfaction Indexes increased from Spring 2019 for all Installations.
- APG achieved a Crystal Award.

Service Scores and Ratings - Sorted Alphabetically by Installation

Installation	Service Scores						Fall 2019	Rating Range				
	Fall 2019	Spring 2019	Var	2018	2017	2016		Spring 2019	2018	2017	2016	
APG	85.0	80.5	4.5	82.0	83.1	84.8	Outstdg	V. Good	V. Good	V. Good	V. Good	
Bragg FH	63.3	58.0	5.3	77.4	81.2	81.4	Poor	V. Poor	Good	V. Good	V. Good	
Meade FH	69.6	62.1	7.5	74.7	78.8	79.2	Blw Avg	Poor	Avg	Good	Good	
Polk	81.9	71.9	10.0	77.5	79.7	84.2	V. Good	Avg	Good	Good	V. Good	
Riley	82.5	76.1	6.4	86.9	83.5	84.2	V. Good	Good	Outstdg	V. Good	V. Good	
Rucker	84.7	74.9	9.8	83.6	88.0	88.5	V. Good	Avg	V. Good	Outstdg	Outstdg	
Sill	77.5	70.0	7.5	82.1	84.4	85.8	Good	Avg	V. Good	V. Good	Outstdg	

Green highlight indicates score increase. Scores are not a percentile. Scoring is 1-100 range.

All Service Indexes - Sorted Alphabetically by Installation

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
Army Overall	75.1	74.6	0.5	72.3	72.5	(0.2)	76.8	75.9	0.9			
Corvias	75.1	67.0	8.1	71.8	65.0	6.8	76.8	67.6	9.2			9.2
Aberdeen	82.2	78.5	3.7	78.0	75.9	2.1	85.0	80.5	4.5			4.5
Bragg	63.5	58.9	4.6	61.9	58.0	3.9	63.3	58.0	5.3	X		5.3
Meade	68.4	62.4	6.0	66.3	62.0	4.3	69.6	62.1	7.5	X		7.5
Polk	77.0	68.4	8.6	70.2	63.5	6.7	81.9	71.9	10.0			10.0
Riley	81.5	74.9	6.6	79.2	72.7	6.5	82.5	76.1	6.4			6.4
Rucker	81.6	72.7	8.9	76.4	68.5	7.9	84.7	74.9	9.8			9.8
Sill	76.6	70.1	6.5	74.5	69.6	4.9	77.5	70.0	7.5			7.5

Highlight represents the high low and median range of data. Scores are not a percentile. Scoring is 1-100 range.

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents' satisfaction within an Installation/Neighborhood.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Hunt

Hunt consists of 2 Installations that include 8 Neighborhoods. Hunt Overall, Property and Service Scores increased from Spring 2019.

Survey Period:	Nov 2019 to Dec 2019
Response Data:	
Surveys Distributed:	1,791
Surveys Received:	671
Response Rate:	37.5%
Properties Surveyed:	8

Overall			Property			Service		
Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
79.0	77.6	1.4	77.1	74.7	2.4	80.2	79.2	1.0

Observations:

- Both Hunt locations improved Service scores.
- Redstone's Service Score increased by 4.1 points.

Service Scores and Ratings - Sorted Alphabetically by Installation

Installation	Service Scores						Rating Range				
	Fall 2019	Spring 2019	Var	2018	2017	2016	Fall 2019	Spring 2019	2018	2017	2016
Lee	79.7	79.6	0.1	86.9	87.1	85.1	Good	Good	Outstdg	Outstdg	Outstdg
Redstone	81.7	77.6	4.1	90.8	89.4	85.6	V. Good	Good	Outstdg	Outstdg	Outstdg

Green highlight indicates score increase. Scores are not a percentile. Scoring is 1-100 range.

All Service Indexes - Sorted Alphabetically by Installation

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
Army Overall	75.1	74.6	0.5	72.3	72.5	(0.2)	76.8	75.9	0.9			
Hunt	79.0	77.6	1.4	77.1	74.7	2.4	80.2	79.2	1.0			1.0
Lee	78.1	77.2	0.9	75.6	73.4	2.2	79.7	79.6	0.1			0.1
Redstone	82.4	79.1	3.3	82.7	80.1	2.6	81.7	77.6	4.1			4.1

Highlight represents the high low and median range of data. Scores are not a percentile. Scoring is 1-100 range.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents' satisfaction within an Installation/Neighborhood.

Lendlease

Lendlease has 7 Installations that include 88 Neighborhoods.

Survey Period:	Nov 2019 to Dec 2019
Response Data:	
Surveys Distributed:	22,967
Surveys Received:	5,701
Response Rate:	24.8%
Properties Surveyed:	88

Overall			Property			Service		
Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
77.8	78.0	(0.2)	73.7	74.8	(1.1)	80.2	79.9	0.3

Observations:

- Greely's Service Score increased from 90.1 to 92.4 in Fall 2019, earning an Installation Award.
- 5 out of 7 Installations' Service Scores increased for the Fall 2019.
- Fort Hood increased Service by 2.7 points and moved in the rating range from "Average" to "Good".

Service Scores and Ratings - Sorted Alphabetically by Installation

Installation	Service Scores						Rating Range				
	Fall 2019	Spring 2019	Var.	2018	2017	2016	Fall 2019	Spring 2019	2018	2017	2016
Campbell	80.2	79.7	0.5	86.4	85.4	81.0	V. Good	Good	Outstdg	Outstdg	V. Good
Drum FH	83.7	82.3	1.4	86.7	86.8	86.0	V. Good	V. Good	Outstdg	Outstdg	Outstdg
Greely	92.4	90.1	2.3	88.1	87.3	92.9	Outstdg	Outstdg	Outstdg	Outstdg	Outstdg
Hawaii	79.5	79.8	-0.3	83.3	82.3	81.7	Good	Good	V. Good	V. Good	V. Good
Hood	77.0	74.3	2.7	81.5	80.8	82.3	Good	Avg	V. Good	V. Good	V. Good
Knox	82.4	82.0	0.4	87.9	87.9	88.8	V. Good	V. Good	Outstdg	Outstdg	Outstdg
Wainwright	83.8	84.5	-0.7	85.8	86.5	85.5	V. Good	V. Good	Outstdg	Outstdg	Outstdg

Green highlight indicates score increase. Scores are not a percentile. Scoring is 1-100 range.

All Service Indexes - Sorted Alphabetically by Installation

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
Army Overall	75.1	74.6	0.5	72.3	72.5	(0.2)	76.8	75.9	0.9			
Lendlease	77.8	78.0	(0.2)	73.7	74.8	(1.1)	80.2	79.9	0.3			0.3
Campbell	77.3	77.4	(0.1)	72.9	73.7	(0.8)	80.2	79.7	0.5			0.5
Drum	81.4	80.0	1.4	77.4	76.0	1.4	83.7	82.3	1.4			1.4
Greely	90.6	89.0	1.6	89.0	88.0	1.0	92.4	90.1	2.3			2.3
Hawaii	76.7	78.3	(1.6)	72.1	75.5	(3.4)	79.5	79.8	(0.3)		(0.3)	
Hood	74.6	72.6	2.0	70.4	69.5	0.9	77.0	74.3	2.7			2.7
Knox	80.8	79.8	1.0	77.6	76.1	1.5	82.4	82.0	0.4			0.4
Wainwright	82.1	83.2	(1.1)	79.4	81.3	(1.9)	83.8	84.5	(0.7)		(0.7)	

Highlight represents the high low and median range of data. Scores are not a percentile. Scoring is 1-100 range.

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents' satisfaction within an Installation/Neighborhood.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Lincoln Military Housing

Lincoln has 2 Installations that include 30 Neighborhoods. The Overall, Property and Service Scores decreased by over 3 points between Fall 2019 and Spring 2019.

Survey Period:	Nov 2019 to Dec 2019
Response Data:	
Surveys Distributed:	5,501
Surveys Received:	799
Response Rate:	14.5%
Properties Surveyed:	30

Overall			Property			Service		
Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
71.0	74.5	(3.5)	69.8	73.0	(3.2)	72.0	75.6	(3.6)

Observations:

- Lewis-McChord's Service Score decreased by 6.3 points for Service and 5.3 points for Overall Score.
- Sam Houston increased slightly 0.6 for the Service Score but declined in Property Score 1.2 and Overall Score 0.1.

Service Scores and Ratings - Sorted Alphabetically by Installation

Installation	Service Scores						Rating Range				
	Fall 2019	Spring 2019	Var	2018	2017	2016	Fall 2019	Spring 2019	2018	2017	2016
JBLM	68.1	74.4	-6.3	84.2	81.0	77.1	Blw Avg	Avg	V. Good	V. Good	Good
Sam Houston	81.5	80.9	0.6	81.1	78.5	82.0	V. Good	V. Good	V. Good	Good	V. Good

Green highlight indicates score increase. Scores are not a percentile. Scoring is 1-100 range.

All Service Indexes - Sorted Alphabetically by Installation

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
Army Overall	75.1	74.6	0.5	72.3	72.5	(0.2)	76.8	75.9	0.9			
Lincoln	71.0	74.5	(3.5)	69.8	73.0	(3.2)	72.0	75.6	(3.6)	X	(3.6)	
Lewis-McChord	68.8	74.1	(5.3)	70.1	73.6	(3.5)	68.1	74.4	(6.3)	X	(6.3)	
Sam Houston	76.2	76.3	(0.1)	69.2	70.4	(1.2)	81.5	80.9	0.6			0.6

Highlight represents the high low and median range of data. Scores are not a percentile. Scoring is 1-100 range.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents' satisfaction within an Installation/Neighborhood.

Michaels

Michaels has 3 Installations that include 35 Neighborhoods. Overall Satisfaction within the Michaels portfolio increased for all Satisfaction Indexes.

Survey Period:	Nov 2019 to Dec 2019
Response Data:	
Surveys Distributed:	2,665
Surveys Received:	726
Response Rate:	27.2%
Properties Surveyed:	35

Overall			Property			Service		
Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.	Fall 2019	Spring 2019	Var.
79.5	77.8	1.7	78.2	76.3	1.9	80.6	78.6	2.0

Observations:

- Huachuca achieved a Crystal Award again for Fall 2019.
- YPG achieved a Crystal Award for Fall 2019.
- YPG increased 4.6 points in Service Score and moved from Very Good to Outstanding range.
- Leavenworth's Service Score decreased slightly by 0.5 points.

Service Scores and Ratings - Sorted Alphabetically by Installation

Installation	Service Scores						Rating Range				
	Fall 2019	Spring 2019	Var	2018	2017	2016	Fall 2019	Spring 2019	2018	2017	2016
Huachuca	91.6	89.3	2.3	90.0	89.2	88.0	Outstdg	Outstdg	Outstdg	Outstdg	Outstdg
Leavenworth	69.0	69.5	-0.5	81.2	82.5	81.0	Blw Avg	Blw Avg	V. Good	V. Good	V. Good
YPG	89.1	84.5	4.6	84.3	88.9	88.7	Outstdg	V. Good	V. Good	Outstdg	Outstdg

Green highlight indicates score increase. Scores are not a percentile. Scoring is 1-100 range.

All Service Indexes - Sorted Alphabetically by Installation

Installation	Overall Score			Property Score			Service Score			Service Score < 75	Service (-)	Service (+)
	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.	2019 Fall	2019 Spring	Var.			
Army Overall	75.1	74.6	0.5	72.3	72.5	(0.2)	76.8	75.9	0.9			
Michaels	79.5	77.8	1.7	78.2	76.3	1.9	80.6	78.6	2.0			2.0
Huachuca	89.4	87.5	1.9	85.7	84.5	1.2	91.6	89.3	2.3			2.3
Leavenworth	69.3	69.5	(0.2)	70.8	69.7	1.1	69.0	69.5	(0.5)	X	(0.5)	
Yuma	86.5	82.6	3.9	82.0	78.9	3.1	89.1	84.5	4.6			4.6

Highlight represents the high low and median range of data. Scores are not a percentile. Scoring is 1-100 range.

Score Ratings	
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents' satisfaction within an Installation/Neighborhood.



Addendum A

The Survey: The survey was developed by using a core set of questions provided by CEL. The core question set for the FH and UH resident surveys is identical to all private sector and military residents surveyed. By utilizing a core set of questions, CEL can compare results of the Army survey with other military and private sector housing results.

- ◆ Core set of questions used for comparison to private sector and military housing
- ◆ Residents, Property Managers and Garrison Commanders were surveyed

Additionally, CEL surveyed the Garrison Commanders and Property Managers of each Neighborhood/Installation to ascertain the similarity/dissimilarity of perceptions based on identical performance measures.

The Survey Process: CEL worked with the Army and each RCI Partner to set up the survey process and obtain information on each Neighborhood to be surveyed within each Installation. All surveys were completed online.

- ◆ **Distribution:** CEL distributed 79,155 surveys to Family and Unaccompanied residents living in RCI Housing. There was a total of 385 Neighborhoods/Buildings at 43 Installations.
- ◆ **Population:** The survey was distributed to one resident per household living On-Base at the time of the survey launch.
- ◆ **Online Survey:** A survey invitation was sent via email to all residents being surveyed. Each email included a unique link to the online survey. Up to four email reminders were then sent out to non-respondents at seven-day intervals. CEL provided an email address that was publicized for each project for residents to request a survey in the event the email containing the survey link was not received or deleted. CEL verified the resident address provided and survey completion status for the address prior to sending a survey link to any home.
- ◆ **Quality Control:** The unique survey link was associated with a specific resident address within a Neighborhood to ensure each home only completed one survey, thus ensuring quality control and a consistent distribution methodology.

Addendum B

Analytics: For purposes of assessing resident opinions, CEL has developed a proprietary scoring system. Residents respond to each survey question using a five-point Likert scale. Aggregated answers are then grouped into three overall categories termed Satisfaction Indexes and into nine sub-categories termed Business Success Factors.

The three Satisfaction Indexes provide the highest-level overview and offer a snapshot of how a Partner, RCI Company, Installation, or single Neighborhood is performing.

The Overall Satisfaction Index includes scores from all scored questions. These question scores are included in each of the Business Success Factors. Questions pertaining to Quality of Leasing and Renewal Intention are not categorized in the Service or Property Index but are included in the Overall Satisfaction Index.

REACT R Summarizes satisfaction by way of three Satisfaction Indices and Nine Business Success Factors



Reporting: CEL prepared consolidated reports by Overall Army, Type (FH/UH), Partner, and Installation, as well as for each Individual Neighborhood within an Installation. Additional reporting included pre-populated Action Plan templates at both the Installation and Individual Neighborhood levels.

Scoring: The calculated scoring ranges are as follows:

Scoring Range	Rating	Scoring Range	Rating
100.0 to 85.0	Outstanding	69.9 to 65.0	Below Average
84.9 to 80.0	Very Good	64.9 to 60.0	Poor
79.9 to 75.0	Good	59.9 to 55.0	Very Poor
74.9 to 70.0	Average	54.9 to 0.0	Crisis

Scoring is calculated scores of 1-100. Not a percentile. Example of 1-100 scoring converted to 5 point would be 80 divided by 20 = 4.0.

CEL utilized the survey and improvement process used by all its military and private sector clients called “REACT” (*Reaching Excellence through Assessment, Communication and Transformation*). This process allows for direct comparison of all surveys conducted by CEL for purposes of comparative data and in-depth trending analysis.



Evaluating Scores:

The CEL & Associates, Inc. scoring system provides a consistent methodology for evaluating survey results. Satisfaction Indexes, Business Success Factors and individual evaluation questions are all scored in the same manner, for ease of isolating high-performance areas and identifying problem areas.

Scores can be interpreted in the following ranges:

- **Scores from 100 to 85 (“Outstanding”)** - Any Satisfaction Index, Business Success Factor, or question score of 85 or greater is considered to be outstanding. The management team should be commended for providing excellence in service, while the Asset Management is to be applauded for providing the resources necessary to keep the property in outstanding condition and market competitive.
- **Scores from 84 to 80 (“Very Good”)** - Scores in this range are approaching the very best and the management team should be recognized for their efforts. While only a few points below Outstanding, scores in this category typically mean that while most residents are very satisfied, others feel that more could be done. Special attention should be given to any areas where ratings are below “4”.
- **Scores from 79 to 75 (“Good”)** - Scores in this range tend to reflect a steady, stable and consistent level of satisfaction and performance with clear opportunities for improvement. The primary indicator of whether these scores will rise is the capacity and desire to take advantage of these opportunities. Improving these scores requires maintaining current efforts, while giving special attention to those specific REACT questions receiving the fewest ratings of “5”.
- **Scores from 74 to 70 (“Average”)** - Scores in this range generally reflect some satisfaction with the service or property features being evaluated, but the complete standards and expectations of the residents are not being met. Taking action in these areas can remove obstacles to residents feeling Very Satisfied.
- **Scores from 69 to 65 (“Below Average”)** - Scores in this range generally mean that performance is just not adequate and indicate areas of necessary improvement. CEL & Associates, Inc. believes it is important to strive for clear satisfaction, not just an absence of dissatisfaction, and therefore find scores in this range are a definite area of concern.
- **Scores from 64 to 60 (“Poor”)** - Scores in this range signify substandard performance and strong displeasure with the property and/or the level of service. Improvements are needed immediately. Resident expectations are significantly different from their perceptions of the property and/or service provided. Corrective measures taken soon will prevent the scores from dropping into a category where significantly more time and expense is necessary to improve them.
- **Scores from 59 to 55 (“Very Poor”)** - Scores in this range are over 25 points below the scores received by the best in the industry. Corrective measures need a strong commitment, as improvements will require significant focus, time and resources. Scores in this range are not the result of a few dissatisfied residents, but an expression of a majority of residents. Remediation of each problem area is essential if the property is to improve its financial and operational performance.
- **Scores below 55 (“Crisis”)** - When a significant majority of the residents at a property fail to indicate a positive response, there is a major problem that must be addressed immediately. Corrective measures must be taken without delay. Improvements to areas receiving these low scores generally involve much more than a policy, staffing or cosmetic change to the property. Significant, noticeable improvements must immediately be made to improve all areas with scores below 60.

Reporting and associated resident comments should be reviewed down to a Neighborhood level to better understand issues impacting residents’ satisfaction within an Installation/Neighborhood.