



CEL & Associates, Inc.

Real Estate Strategies, Benchmarking & Performance Solutions



SUMMARY FOR THE
HEADQUARTERS DEPARTMENT OF THE ARMY
FH RESIDENT SURVEY (OWNED AND LEASED) HOUSING
FALL 2019

Prepared by: CEL & Associates, Inc.

Prepared: January 2020



Introduction

The Department of the Army engaged Jones Lang Lasalle (“JLL”) in conjunction with CEL & Associates, Inc. (“CEL”) to conduct a Resident Satisfaction and Opinion Survey of Family Housing residents living in Army Owned and Leased housing. The survey was conducted within 5 Directorates at 23 Installations consisting of 127 neighborhoods between November and December of 2019. CEL provided a full range of reporting that can be accessed on the CEL Online Reporting website. This Summary is a high-level overview.

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

A. Initial Observations

Initial observations are provided at the front of this summary with references to the pages with full information. The results of the Army Family Housing survey project for the Fall of 2019 indicate several successes and identified areas or Installations in need of improvement.

1. The Overall Score (69.5 or 3.5 on the five-point scale) and Service Score (69.0 or 3.5 on the five-point scale) for Army Owned and Leased is within the CEL rating of the high range of “Below Average” (69.9 to 65.0). The Property Score (71.0 or 3.6 on the five-point scale) is within the low range of “Average” (74.9 to 70.0). *Reference page 3 and see Addendum page 24 for CEL rating definitions.*
2. 52.4% of the Installations showed improvement in the Service Score between the current and prior survey. *Reference page 5.*
3. 54% of the Installations rated in the Outstanding to Good range with 4% rating Average and 42% rating Below Average or lower for the Service Score Index. For those Installations with multiple neighborhoods, reporting and comments should be reviewed down to the neighborhood level. *Reference page 6.*
4. 85.2% of responding residents are aware that the Housing Office is their advocate. An increase from the 79.3% “Yes” response in Spring 2019. *Reference page 10.*
5. 42.9% of residents are “Satisfied” that the Housing Office is their advocate while 19.1% of residents are “Dissatisfied” the Housing Office is their advocate. 22% were neither satisfied nor dissatisfied with the Housing Office’s role as resident advocate. *Reference page 10.*
6. The Housing Office is used most frequently for disruption of services (40.8%) and assignment and termination process (37.9%). *Reference page 10.*
7. Top 3 items residents would want improved if possible, for FH Owned are: 45.0% Appliances, 35.3% Flooring and 34.0% Closets/Extra Storage. *Reference page 11.*
8. The variance between the Residents, Housing Managers, Garrison Commanders and Deputy Garrison Commanders indicate a significant variance of opinions, particularly in the areas that are service related. *Reference page 13.*
9. CEL created a Score Card by Directorate to better understand areas impacting an Installation or neighborhood within a Directorate. *Reference pages 17 thru 25. Other Leased Directorate is comprised of one neighborhood, “Camp Shelby”. Please refer to the information provided on page 5.*



B. Overall, Directorate and Installation Results (Owned and Leased)

1. Response Rates:

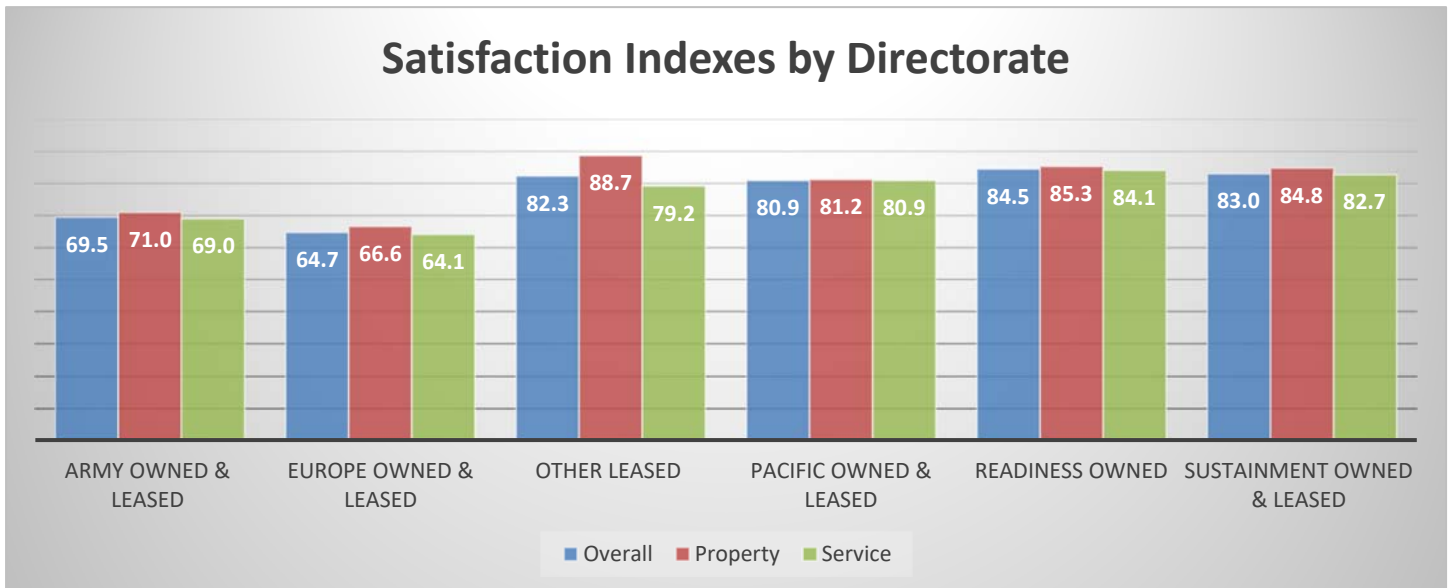
The response rate for Overall Army Owned and Leased of 23.0% is considered Average and an increase of 2.3% from the Spring 2019 survey. An overall minimum goal of 20% was set for each Installation as well as each neighborhood within an Installation.

Response Rate Data	
# of Installations	23
# of Neighborhoods	127
Surveys Distributed	9,707
Surveys Received	2,233
Response Rate	23.0%

2. Satisfaction Index Results:

The Overall Score (69.5 or 3.5 on the five-point scale) and Service Score (69.0 or 3.5 on the five-point scale) for Army Owned and Leased is within the CEL rating of the high range of "Below Average" (69.9 to 65.0). The Property Score (71.0 or 3.6 on the five-point scale) is within the rating of "Average" (74.9 to 70.0).

Note: The Other Leased Directorate is comprised of one neighborhood (Camp Shelby). This is a new Directorate for the Fall 2019 survey.



All scores are based on a 1-100 score rating or 1-5. Scores are not a representation of percentages of a surveyed population.

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

3. Current and Prior Scores by Overall and Directorate:

Scores decreased for all Satisfaction Indexes slightly from 2019 Spring to 2019 Fall for Army Owned and Army Leased. Army Leased scores decreased by less than one point and Army Owned decreased by 1.1 for Overall, 0.7 for Property and 1.2 for Service.

A review of the scores indicate the majority of issues within a Directorate are tied to one or more Installations, therefore it is important to review all scores at the Installation and neighborhood levels.

Note: Sustainment Leased is comprised of only one neighborhood, Miami Leased with 5 homes. Other Leased Directorate is only one neighborhood, Camp Shelby, and is new to the survey process for the Fall 2019.

Current and Prior Scores by Overall and Directorate

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	Current	Prior	Var	Current	Prior	Var	Current	Prior	Var	Current	Prior	Var
Overall Army Owned & Leased	69.5	70.3	(0.8)	71.0	71.6	(0.6)	69.0	70.2	(1.2)	23.0%	20.7%	2.3%
Overall Army Owned	69.3	70.4	(1.1)	70.7	71.4	(0.7)	69.2	70.8	(1.6)	23.1%	21.7%	1.4%
Overall Army Leased	69.8	70.1	(0.3)	71.5	72.1	(0.6)	68.5	69.0	(0.5)	22.8%	18.7%	4.1%
Europe Owned & Leased	64.7	65.1	(0.4)	66.6	67.2	(0.6)	64.1	64.7	(0.6)	22.0%	17.9%	4.1%
Europe Owned	61.4	61.8	(0.4)	63.5	63.8	(0.3)	61.4	62.1	(0.7)	21.2%	18.0%	3.2%
Europe Leased	69.6	70.8	(1.2)	71.3	73.3	(2.0)	68.2	69.1	(0.9)	23.3%	17.6%	5.7%
Other Leased	82.3			88.7			79.2			78.3%		
Pacific Region Owned & Leased	80.9	79.8	1.1	81.2	79.0	2.2	80.9	80.9	0.0	21.9%	28.6%	(6.7%)
Pacific Region Owned	81.0	83.3	(2.3)	81.3	82.4	(1.1)	81.0	84.1	(3.1)	22.7%	29.3%	(6.6%)
Pacific Region Leased	78.6	66.1	12.5	78.2	65.8	12.4	79.4	68.3	11.1	13.9%	26.2%	(12.3%)
Readiness Region Owned	84.5	87.3	(2.8)	85.3	87.4	(2.1)	84.1	87.1	(3.0)	55.9%	41.8%	14.1%
Sustainment Owned & Leased	83.0	81.2	1.8	84.8	82.4	2.4	82.7	80.4	2.3	26.4%	37.7%	(11.3%)
Sustainment Owned	83.9	81.4	2.5	85.3	82.3	3.0	83.7	80.7	3.0	26.0%	36.8%	(10.8%)
Sustainment Leased	57.8	77.6	(19.8)	68.8	85.8	(17.0)	53.7	71.3	(17.6)	40.0%	80.0%	(40.0%)

Scores are based on a 1-100 score rating. Scores are not percentages of a surveyed population.

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. Current and Prior Scores by Directorate and Installation:

The 22 Installations with responses were broken out into 26 Installations to provide a breakdown of Installations with both Owned and Leased. 24 Installations of the 26 broken out Installations have prior scores since Camp Shelby in the Other Leased Directorate and Kwajalein Atoll in the Pacific Directorate are new to the survey process.

Observations:
 15 (57.7%) Installations - Service Score > 70
 11 (42.3%) Installations - Service Score < 70
 13 (52.4%) of the Installations improved Service

Color grids have been used for visual representation of the high, median and low range of data for each Satisfaction Index. Installation names appearing in red indicate a decline in the Service Satisfaction Index.

- Fifteen or (57.7%) of the twenty-six Installations have a Service Score greater than 70.0.
- Eleven or (42.3%) of the twenty-six Installations have a Service Score of less than 70.0.
- 52.4% of the Installations showed improvement in the Service Score between the current and prior survey.

Current and Prior Scores by Directorate and Installation

Installation	Overall Score			Property Score			Service Score			% Rec.	Score < 70	Service (-)	Service (+)
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.				
Europe	64.7	65.1	-0.4	66.6	67.2	-0.6	64.1	64.7	-0.6	22.0%	X	-0.6	
1 Ansbach Owned	65.3	64.2	1.1	67.2	67.7	(0.5)	66.0	64.0	2.0	19.4%	X		2.0
2 Bavaria Owned	63.4	62.4	1.0	64.3	63.5	0.8	64.0	62.3	1.7	16.5%	X		1.7
3 Bavaria Leased	69.2	69.8	(0.6)	70.9	74.9	(4.0)	67.7	65.8	1.9	24.8%	X		1.9
4 Benelux Leased*	78.2	76.4	1.8	76.7	75.9	0.8	80.1	78.1	2.0	32.4%			2.0
5 Italy Owned	58.0	70.7	(12.7)	59.4	70.8	(11.4)	56.5	71.3	(14.8)	15.3%	X	-14.8	
6 Italy Leased	68.3	73.4	(5.1)	71.5	74.0	(2.5)	66.1	73.3	(7.2)	14.6%	X	-7.2	
7 Rheinland Owned	63.8	62.1	1.7	61.7	59.7	2.0	66.9	65.7	1.2	26.1%	X		1.2
8 Stuttgart Owned	58.3	61.3	(3.0)	65.1	64.4	0.7	53.7	60.4	(6.7)	23.1%	X	-6.7	
9 Wiesbaden Owned	60.0	58.6	1.4	61.9	62.1	(0.2)	61.5	59.1	2.4	22.4%	X		2.4
Other Leased	82.3			88.7			79.2			78.3%			
10 Camp Shelby Leased	82.3	N/A	N/A	88.7	N/A	N/A	79.2	N/A	N/A	78.3%			
Pacific	80.9	79.8	1.1	81.2	79.0	2.2	80.9	80.9	0.0	21.9%			
11 Camp Zama Owned	85.7	85.3	0.4	84.5	84.3	0.2	86.9	86.5	0.4	23.6%			0.4
12 Daegu Owned	75.2	72.8	2.4	84.0	65.2	18.8	69.6	77.8	(8.2)	18.6%	X	-8.2	
13 Daegu Leased	77.7	66.0	11.7	73.8	64.9	8.9	81.7	70.5	11.2	11.8%			11.2
14 Humphreys Owned	79.5	81.9	(2.4)	80.2	81.4	(1.2)	79.0	81.9	(2.9)	24.2%		-2.9	
15 Humphreys Leased	78.7	65.7	13.0	78.6	62.2	16.4	79.2	68.2	11.0	14.2%			11.0
16 Kwajalein Owned	71.6	N/A	N/A	71.9	N/A	N/A	71.5	N/A	N/A	18.6%			
Readiness	84.5	87.3	(2.8)	85.3	87.4	(2.1)	84.1	87.1	(3.0)	55.9%		-3.0	
17 Buchanan Owned	81.5	79.8	1.7	81.2	82.4	(1.2)	81.7	77.0	4.7	59.1%			4.7
18 Hunter Liggett Owned	83.2	88.5	(5.3)	82.7	85.8	(3.1)	83.0	90.5	(7.5)	54.8%		-7.5	
19 McCoy Owned	86.6	90.3	(3.7)	88.7	90.9	(2.2)	85.8	90.0	(4.2)	55.5%		-4.2	
Sustainment	83.0	81.2	1.8	84.8	82.4	2.4	82.7	80.4	2.3	26.4%			2.3
20 AP Hill Owned	97.5	87.3	10.2	95.0	88.9	6.1	98.5	84.7	13.8	20.0%			13.8
21 Dugway PG Owned	81.1	71.9	9.2	81.5	71.8	9.7	81.7	73.1	8.6	24.7%			8.6
22 Hawthorne Owned	42.5	57.4	(14.9)	45.0	58.7	(13.7)	42.3	58.9	(16.6)	17.6%	X	-16.6	
23 Miami Leased	57.8	77.6	(19.8)	68.8	85.8	(17.0)	53.7	71.3	(17.6)	40.0%	X	-17.6	
24 Myer-IH Owned	86.5	83.0	3.5	88.8	85.3	3.5	86.0	81.2	4.8	23.0%			4.8
25 Rock Island Arsenal	85.1	97.6	(12.5)	87.8	95.6	(7.8)	83.9	98.9	(15.0)	38.9%		-15.0	
26 Tobyhanna Owned	93.0	95.3	(2.3)	94.7	93.0	1.7	92.1	96.8	(4.7)	47.6%		-4.7	

Note: Watervliet in the Sustainment Directorate did not have any surveys returned for 2019 and is not included in the analysis.

*Benelux has both Owned and Leased properties, but only 3 are Owned, so a breakout cannot be provided

5. Scores and Rating by Installation: The 22 Installations were broken out into 26 Installations to provide a breakdown of Installations with both Owned and Leased.

54% of the Installations rated in the Outstanding to Good range with 4% rating Average and 42% rating Below Average or lower for the Service Score Index. For those Installations with multiple neighborhoods, reporting and comments should be reviewed down to the neighborhood level.

Line	Installation	Directorate	Overall Score	Property Score	Service Score	Response Rate	Overall Score CEL Rating	Service Score CEL Rating	Overall 5 Point Scale
1	AP Hill Owned	Sustainment	97.5	95.0	98.5	20.0%	Outstanding	Outstanding	4.88
2	Tobyhanna AD Owned	Sustainment	93.0	94.7	92.1	47.6%	Outstanding	Outstanding	4.65
3	McCoy Owned	Readiness	86.6	88.7	85.8	55.5%	Outstanding	Outstanding	4.33
4	Myer-HH Owned	Sustainment	86.5	88.8	86.0	23.0%	Outstanding	Outstanding	4.33
5	Camp Zama Owned	Pacific	85.7	84.5	86.9	23.6%	Outstanding	Outstanding	4.29
6	Rock Island Arsenal	Sustainment	85.1	87.8	83.9	38.9%	Outstanding	Outstanding	4.26
7	Hunter Liggett Owned	Readiness	83.2	82.7	83.0	54.8%	Very Good	Very Good	4.16
8	Camp Shelby Leased	Pacific	82.3	88.7	79.2	78.3%	Very Good	Good	4.12
9	Buchanan Owned	Readiness	81.5	81.2	81.7	59.1%	Very Good	Very Good	4.08
10	Dugway PG Owned	Pacific	81.1	81.5	81.7	24.7%	Very Good	Very Good	4.06
11	Humphreys Owned	Pacific	79.5	80.2	79.0	24.2%	Good	Good	3.98
12	Humphreys Leased	Pacific	78.7	78.6	79.2	14.2%	Good	Good	3.94
13	Benelux Leased	Europe	78.2	76.7	80.1	32.4%	Good	Very Good	3.91
14	Daegu Leased	Pacific	77.7	73.8	81.7	11.8%	Good	Very Good	3.89
15	Daegu Owned	Pacific	75.2	84.0	69.6	18.6%	Good	B. Average	3.76
16	Kwajalein Atoll Owned	Pacific	71.6	71.9	71.5	18.6%	Average	Average	3.58
17	Bavaria Leased	Europe	69.2	70.9	67.7	24.8%	B. Average	B. Average	3.46
18	Italy Leased	Europe	68.3	71.5	66.1	14.6%	B. Average	B. Average	3.42
19	Ansbach Owned	Europe	65.3	67.2	66.0	19.4%	B. Average	B. Average	3.27
20	Rheinland Pfalz Owned	Europe	63.8	61.7	66.9	26.1%	Poor	B. Average	3.19
21	Bavaria Owned	Europe	63.4	64.3	64.0	16.5%	Poor	Poor	3.17
22	Wiesbaden Owned	Europe	60.0	61.9	61.5	22.4%	Poor	Poor	3.00
23	Stuttgart Owned	Europe	58.3	65.1	53.7	23.1%	Very Poor	Crisis	2.92
24	Italy Owned	Europe	58.0	59.4	56.5	15.3%	Very Poor	Very Poor	2.90
25	Miami Leased	Sustainment	57.8	68.8	53.7	40.0%	Very Poor	Crisis	2.89
26	Hawthorne Owned	Sustainment	42.5	45.0	42.3	17.6%	Crisis	Crisis	2.13

Color grids are used for visual representation of high, median and low range of data. Scores are based on a 1-100 score rating. Scores are not percentages of a surveyed population.

CEL Rating Color Key							
Outstanding	Very Good	Good	Average	Below Average	Poor	Very Poor	Crisis
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	59.9 to 55.0	54.9 to 0

6. Response Rates by Installation:

The 22 Installations were broken out into 26 Installations to provide a breakdown of Installations with both Owned and Leased.

Goal:

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

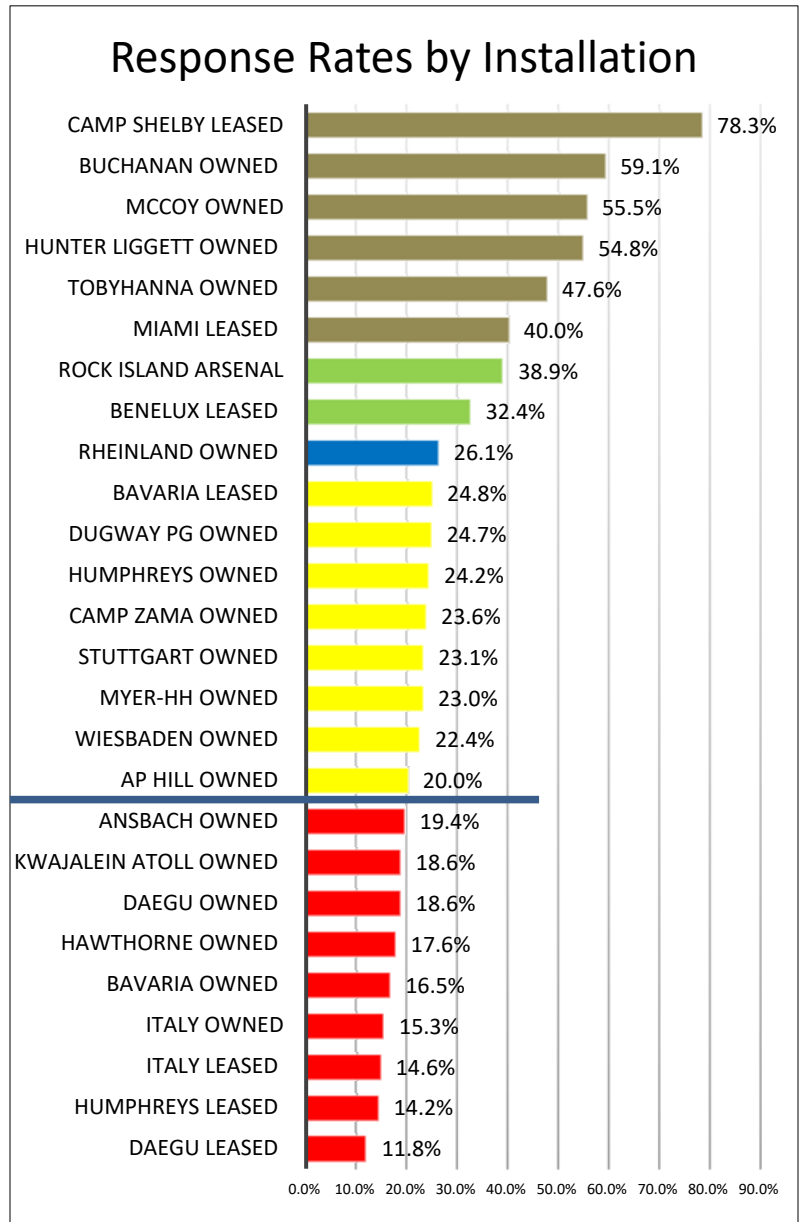
Goal Achieved or Exceeded:

17 Installations met or exceeded the response rate goal.

Goal not Achieved:

9 Installations did not meet the response rate goal. Watervliet had zero surveys returned and was removed from this analysis.

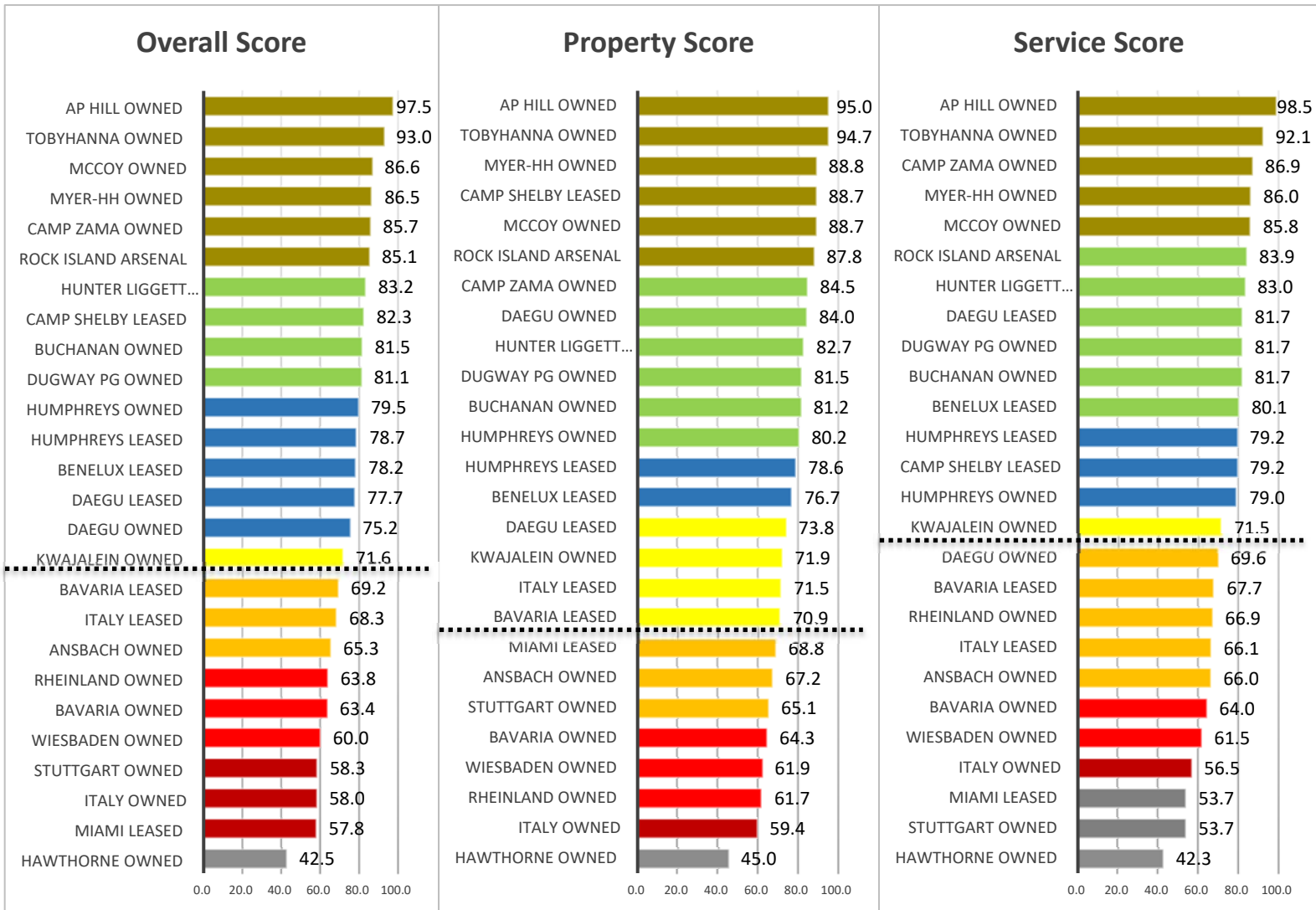
Color Key	
Range	Rating
40% or Higher	Outstanding
30% to 39%	Very Good
25% to 29%	Good
20% to 24%	Average
Under 20%	Needs Improvement



7. Overall Score Index by Installation: The Overall Score by Installation ranged from a high of 97.5 (AP Hill Owned) to a low of 42.5 (Hawthorne AD).

54% of the Installations rated in the Outstanding to Good range with 4% rating Average and 42% rating in the Below Average or lower for the Service Score Index.

The dotted horizontal lines represent Installations under a score of 70.0. 11 Installations have a Service Score under 70.0 and 8 Installations have a Property Score under 70.0. Service is an area where rapid improvement can be made and typically with minimal to no additional cost.



CEL Rating Color Key							
Outstanding	Very Good	Good	Average	Below Average	Poor	Very Poor	Crisis
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	59.9 to 55.0	54.9 to 0



8. Army - Owned Housing - Top and Bottom Five Scoring Questions:

The top five scoring questions range from 84.6 to 76.1 and include areas of courtesy and quality of maintenance, safety and security. The bottom five range from 63.4 to 52.8 and include areas of visitor parking and follow-up.

Top 5 Scoring Questions Owned	
Question	Score
3c. Courtesy of maintenance personnel	84.6
4b. Security	81.5
4a. Safety	80.8
2c. Courtesy and respect with which you are treated	76.9
3d. Quality of maintenance work	76.1

Bottom 5 Scoring Questions Owned	
Question	Score
4d. Visitor parking	63.4
7d. The housing office staff is doing all they can to make the community appealing to Residents	63.1
7f. Based on my feelings today, I would seek housing in this community again	62.2
2b. Follow-up after problems are reported to be sure that they have been resolved	61.8
7e. Compared to other communities that I have lived in, this is the best managed	52.8

Army - Leased Housing - Top and Bottom Five Scoring Questions:

The top five scoring questions range from 82.1 to 77.9 and include areas of safety and security, courtesy of maintenance, visual appeal and condition of community. The bottom five range from 63.8 to 56.0 and include areas such as communication and follow up from management, follow-up from maintenance and visitor parking.

Top 5 Scoring Questions Leased	
Question	Score
4a. Safety	82.1
3c. Courtesy of maintenance personnel	80.2
4b. Security	78.5
1a. Visual appeal of the community	78.0
1b. Overall condition of the community	77.9

Bottom 5 Scoring Questions Leased	
Question	Score
2e. Frequency of contact and communications	63.8
3e. Follow-up on maintenance requests to ensure satisfaction	60.4
2b. Follow-up after problems are reported to be sure that they have been resolved	59.9
4f. Visitor parking	56.7
7e. Compared to other communities that I have lived in, this is the best managed	56.0

Scores are based on a 1-100 score rating. Scores are not percentages of a surveyed population.



9. 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 Offices role as resident advocate.

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
1,902	85.2%	320	14.3%	11	0.5%

85.2% of responding residents are aware that the Housing Office is their advocate. An increase from 79.2% “Yes” response in Spring 2019.

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	492	22.0%
Somewhat Satisfied	467	20.9%
Neither Satisfied nor Dissatisfied	492	22.0%
Somewhat Dissatisfied	195	8.7%
Very Dissatisfied	233	10.4%
I was not aware the Housing Office is my Advocate	178	8.0%
Don't Know	172	7.7%
No Answer	4	0.2%
Totals	2,233	99.9%

Regarding satisfaction with the Housing Office’s role as resident advocate:

- 42.9% of residents are “Very Satisfied” to “Somewhat Satisfied”.
- 19.1% 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
1,471	65.9%	300	13.4%	457	20.5%	5	0.2%

- 65.9% of residents will use the Housing Office as their advocate.
- 20.5% 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	411	18.4%
Assignment and termination process	847	37.9%
Communication of disruption of services (utilities, scheduling appointments, etc.)	912	40.8%
Landlord/Tenant or Tenant/Tenant relations	249	11.2%
Housing referral services	248	11.1%
No Answer	564	25.3%
Totals	3,231	

Top services residents used from the Housing Office in the last 12 months include:

- 40.8% utility scheduling or appointments.
- 37.9% assignment and termination.



10. Select questions regarding possible improvements: Residents were asked to select the top 3 items they would want improved/replaced if it were possible. These questions assist with determining residents' preferences should funds become available. The results below are for Army Owned Housing at the overall level. Results at an Installation level should be reviewed to determine the greatest impact for any specific Installation.

14) Please select the top 3 items you would want to have improved/replaced within your home if it were possible.		
Item	Count	Percent
Windows	186	11.9%
Closets/Extra Storage	530	34.0%
Doors	150	9.6%
Appliances	701	45.0%
Lighting	384	24.6%
Flooring	550	35.3%
Faucets	229	14.7%
Countertops	218	14.0%
Painting	181	11.6%
Additional bathroom	193	12.4%
Dedicated laundry room	132	8.5%
Playgrounds	231	14.8%
Other amenities	435	27.9%
No Answer	50	3.2%
Total	4,170	

Residents were asked to select top 3 items they would want improved/replaced if it were possible. Results include:

- 45.0% Appliances.
- 35.3% Flooring.
- 34.0% Closets/Extra Storage.

Note: Results may vary between Installations.



11. Awards for Service Excellence: All Army FH 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.

To be award eligible, a neighborhood/Installation must meet Service Index score and Response Rate criteria as follows:

- ◆ 2 Platinum Awards
- ◆ 10 A List Awards
- ◆ Camp Zama Owned – Achieved a Crystal Award

- **Platinum Award:** Neighborhood - Service Satisfaction Score of at least 93.1 (varies annually), and a Response Rate of at least 20%.
- **A List Award:** Neighborhood - Service Satisfaction Score of at least 85.0, and a Response Rate of at least 20%.
- **Crystal Award:** Installation - Must have multiple neighborhoods with a consolidated score of at least 85.0, and a Response Rate of at least 20%.

Neighborhood Awards - 2 Family Housing neighborhoods achieved Platinum Awards and 10 neighborhoods achieved A List Awards for Excellence in Service. **Installation Level Award:** Camp Zama Owned achieved a Crystal Award.

Properties Receiving Platinum A List Award			
Multifamily criteria: Service Satisfaction Score of at least 93.1, and a Response Rate of at least 20%.			
	Property Name	Service Score	Response Rate
1	AP Hill,Government Owned	98.5	20.0%
2	Camp Zama,Zama E9-SNCO	95.5	50.0%

Properties Receiving A List Award			
Multifamily criteria: Service Satisfaction Score of at least 85.0, and a Response Rate of at least 20%.			
	Property Name	Service Score	Response Rate
1	Benelux,Attre	86.4	35.0%
2	Camp Zama,Sagamihara 13000 Series	87.0	31.5%
3	Camp Zama,Zama 1000 Range	88.7	29.4%
4	Camp Zama,Zama 900 Area	87.5	37.5%
5	Camp Zama,Zama Highrise 743	86.9	40.6%
6	Dugway PG,Armitage-Colonel'sHill-Reneau-St Johns	86.5	31.6%
7	Humphreys,Senior Leader	86.7	31.9%
8	Hunter Liggett,Spanish Oaks	87.2	63.2%
9	McCoy,Government Owned	85.8	55.5%
10	Tobyhanna AD,Government Owned	92.1	47.6%



12. Comparison Amongst Respondent Groups: Results for Overall FH Owned and Leased.

Indexes or Factors with significant differences indicate varying performance standards, opinions on what constitutes outstanding service, and expectations. Differences of more than 10 points are highlighted in red.

The variance between the Residents, Housing Chiefs, Garrison Commanders and Deputy Garrison Commanders indicate a significant variance of opinions, particularly in the areas that are service related.

All reporting should be reviewed by the HCs and Garrisons to better understand issues impacting resident satisfaction. This includes all comments and comment analysis.

Resident to Housing Chief			
Satisfaction Index / BSF	Resident	HC	Difference
Overall	69.5	85.7	16.2
Property	71.0	83.0	12.0
Service	69.0	87.4	18.4
Readiness to Solve Problems	67.2	86.1	18.9
Responsiveness & Follow-Through	65.8	92.8	27.0
Property Appearance & Condition	69.4	79.8	10.4
Quality of Management Services	67.7	90.6	22.9
Quality of Leasing Services	72.1	92.1	20.0
Quality of Maintenance Services	72.8	84.0	11.2
Property Rating	71.8	84.7	12.9
Relationship Rating	68.7	86.4	17.7
Renewal Intention	63.0	80.1	17.1

Resident to GC, DGC and CSM			
Satisfaction Index / BSF	Resident	GC	Difference
Overall	69.5	82.7	13.2
Property	71.0	80.7	9.7
Service	69.0	83.9	14.9
Readiness to Solve Problems	67.2	87.0	19.8
Responsiveness & Follow-Through	65.8	88.3	22.5
Property Appearance & Condition	69.4	82.1	12.7
Quality of Management Services	67.7	82.3	14.6
Quality of Leasing Services	72.1	86.2	14.1
Quality of Maintenance Services	72.8	81.5	8.7
Property Rating	71.8	79.9	8.1
Relationship Rating	68.7	82.2	13.5
Renewal Intention	63.0	80.5	17.5

GC, DGC and CSM to Housing Chief			
Satisfaction Index / BSF	GC	HC	Difference
Overall	82.7	85.7	3.0
Property	80.7	83.0	2.3
Service	83.9	87.4	3.5
Readiness to Solve Problems	87.0	86.1	0.9
Responsiveness & Follow-Through	88.3	92.8	4.5
Property Appearance & Condition	82.1	79.8	2.3
Quality of Management Services	82.3	90.6	8.3
Quality of Leasing Services	86.2	92.1	5.9
Quality of Maintenance Services	81.5	84.0	2.5
Property Rating	79.9	84.7	4.8
Relationship Rating	82.2	86.4	4.2
Renewal Intention	80.5	80.1	0.4

Europe Directorate Score Card

Response Rates: The response rate for overall Europe Directorate Army Owned and Leased of 22.0% is considered Average. An increase of 4.1% from the prior survey.

Satisfaction Index Results for Owned:

- Overall Satisfaction Score is 61.4 (Poor), a decrease of 0.4 points.
- Property Satisfaction Score is 63.5 (Poor), a decrease of 0.3 points.
- Service Satisfaction Score is 61.4 (Poor), a decrease of 0.7 points.

Satisfaction Index Results for Leased:

- Overall Satisfaction Score is 69.6 (Below Average), a decrease of 1.2 points.
- Property Satisfaction Score is 71.3 (Average), a decrease of 2.0 points.
- Service Satisfaction Score is 68.2 (Below Average), a decrease of 0.9 points.

Europe Directorate	
# of Installations	9
# of Neighborhoods	89
Surveys Distributed	7,372
Surveys Received	1,621
Response Rate	22.0%

Observations/Notes:

1. 6 of the 9 Installations increased in Service Score between 1.2 to 2.4 points.
2. Italy Owned (-14.8), Italy Leased (-7.2) and Stuttgart (-6.7) declined in Service Score.

Awards: There were no awards achieved for this Directorate

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.
Europe Owned & Leased	64.7	65.1	(0.4)	66.6	67.2	(0.6)	64.1	64.7	(0.6)	22.0%	17.9%	4.1%
Europe Owned	61.4	61.8	(0.4)	63.5	63.8	(0.3)	61.4	62.1	(0.7)	21.2%	18.0%	3.2%
Europe Leased	69.6	70.8	(1.2)	71.3	73.3	(2.0)	68.2	69.1	(0.9)	23.3%	17.6%	5.7%

Installation	Overall Score			Property Score			Service Score			% Rec.	Score < 70	Service (-)	Service (+)
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.				
Europe	64.7	65.1	-0.4	66.6	67.2	-0.6	64.1	64.7	-0.6	22.0%	X	-0.6	
Ansbach Owned	65.3	64.2	1.1	67.2	67.7	(0.5)	66.0	64.0	2.0	19.4%	X		2.0
Bavaria Owned	63.4	62.4	1.0	64.3	63.5	0.8	64.0	62.3	1.7	16.5%	X		1.7
Bavaria Leased	69.2	69.8	(0.6)	70.9	74.9	(4.0)	67.7	65.8	1.9	24.8%	X		1.9
Benelux Leased	78.2	76.4	1.8	76.7	75.9	0.8	80.1	78.1	2.0	32.4%			2.0
Italy Owned	58.0	70.7	(12.7)	59.4	70.8	(11.4)	56.5	71.3	(14.8)	15.3%	X	-14.8	
Italy Leased	68.3	73.4	(5.1)	71.5	74.0	(2.5)	66.1	73.3	(7.2)	14.6%	X	-7.2	
Rheinland Owned	63.8	62.1	1.7	61.7	59.7	2.0	66.9	65.7	1.2	26.1%	X		1.2
Stuttgart Owned	58.3	61.3	(3.0)	65.1	64.4	0.7	53.7	60.4	(6.7)	23.1%	X	-6.7	
Wiesbaden Owned	60.0	58.6	1.4	61.9	62.1	(0.2)	61.5	59.1	2.4	22.4%	X		2.4

Note: Red highlight indicates scores below 70. 1-100 Point Scoring. Scoring is not a percentile.

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

Europe Directorate Score Card Cont.

The following is a breakdown of where the 89 neighborhoods scored within the Europe Owned and Leased Family Housing. Red highlight indicates a score under 70.0. 1-100 calculated scoring. Scoring is not a percentile.

Neighborhood Name	Satisfaction Scores			Surveys		
	Overall	Property	Service	Dist.	Rec.	%
Ansbach, Ansbach On Post	64.0	64.7	65.8	121	23	19.0%
Ansbach, Katterbach On Post	61.1	62.7	62.4	247	35	14.2%
Ansbach, Urlas Housing Area	70.5	73.7	69.7	101	33	32.7%
Bavaria, Altenstadt-Meerbodenreuth-Neustadt	48.8	57.0	42.2	28	3	10.7%
Bavaria, Altenweiher-Gruenwald	65.6	67.5	65.1	116	22	19.0%
Bavaria, Altneuhaus	55.3	56.9	54.5	141	17	12.1%
Bavaria, Amberg	67.4	66.1	65.5	13	2	15.4%
Bavaria, Dollacker-Leonhard	59.7	71.1	52.8	21	2	9.5%
Bavaria, Eisenhower	78.4	77.3	79.7	63	13	20.6%
Bavaria, Elvis Presley	76.1	79.1	72.7	43	10	23.3%
Bavaria, Erbendorf	69.1	74.4	65.0	49	10	20.4%
Bavaria, Eschenbach	66.8	73.4	63.6	35	6	17.1%
Bavaria, Fitzthum Government Owned	53.7	51.6	56.3	35	6	17.1%
Bavaria, Fitzthum Leased	34.5	35.3	32.6	35	6	17.1%
Bavaria, Freihung-Ziegelweg	65.9	68.8	63.6	12	5	41.7%
Bavaria, Garmisch Government Owned	68.7	79.0	63.0	45	14	31.1%
Bavaria, George Marshall	68.9	73.1	65.2	68	13	19.1%
Bavaria, Gmuend	83.4	79.5	85.2	24	3	12.5%
Bavaria, Grafenwoehr Government Owned	65.6	60.8	70.8	179	24	13.4%
Bavaria, Grafenwoehr Kollermuehlweg-Ochsenhut	64.9	71.1	60.1	28	8	28.6%
Bavaria, Grafenwoehr Leased	71.0	74.5	68.8	89	23	25.8%
Bavaria, Gruenhund	83.4	82.4	83.6	54	18	33.3%
Bavaria, Haager	80.1	78.8	79.3	64	10	15.6%
Bavaria, Hahnbach	65.5	71.1	59.4	10	4	40.0%
Bavaria, Henry Kissinger	69.6	75.1	65.3	78	18	23.1%
Bavaria, Hierold-MLK-Vilseck Single Lease GRHP	52.4	45.4	54.4	20	3	15.0%
Bavaria, Hohenfels Leased	70.4	69.5	70.9	425	157	36.9%
Bavaria, Hohenfels, Camp Nainhof	65.1	66.0	66.6	71	7	9.9%
Bavaria, Hohenfels, Keltenwall	64.7	67.0	62.6	52	12	23.1%
Bavaria, Hopfenohrer	61.9	66.2	58.8	61	14	23.0%
Bavaria, Huetten	72.3	75.0	71.2	30	7	23.3%
Bavaria, John F Kennedy Ring	69.2	70.1	69.6	41	8	19.5%
Bavaria, Kaltenbrunn	64.7	61.3	66.8	75	12	16.0%
Bavaria, Kastl	78.3	76.0	81.7	14	3	21.4%
Bavaria, Kemnath	66.4	71.9	62.1	43	9	20.9%
Bavaria, Kittenberg	58.5	58.2	60.1	169	20	11.8%
Bavaria, Kohlberg-Luhe	65.1	71.9	60.0	18	9	50.0%
Bavaria, Kulmain	75.3	78.5	71.5	29	8	27.6%
Bavaria, Langenbruck	64.6	64.9	65.7	276	58	21.0%
Bavaria, Mantel-Weiherhammer	65.0	60.6	67.3	47	8	17.0%
Bavaria, Parkstein	57.6	68.1	49.7	19	2	10.5%



Europe Directorate Score Card Cont.

Neighborhood Name	Satisfaction Indexes			Surveys		
	Overall	Property	Service	Dist.	Rec.	%
Bavaria,Pressath						
Bavaria,Roemersbuehl	70.0	66.6	72.7	78	18	23.1%
Bavaria,Rothenstadt	75.8	84.0	69.2	28	7	25.0%
Bavaria,Schwarzenbach	56.2	55.5	55.0	22	3	13.6%
Bavaria,Sorghof	59.5	67.7	53.5	45	6	13.3%
Bavaria,Speichersdorf	76.6	83.5	70.9	23	6	26.1%
Bavaria,Steinfels	59.7	74.1	48.4	37	9	24.3%
Bavaria,Steinway	67.3	69.0	66.3	70	15	21.4%
Bavaria,Tower Barracks	69.5	75.2	65.7	22	3	13.6%
Bavaria,Von Steuben	69.6	66.0	71.6	74	14	18.9%
Bavaria>Weiden	66.8	71.8	63.3	172	51	29.7%
Bavaria,Wernher Von Braun	70.9	72.8	68.0	68	6	8.8%
Benelux,Attre (A List Award)	84.5	83.1	86.4	20	7	35.0%
Benelux,Lens	72.3	70.5	75.2	19	9	47.4%
Benelux,Mons-Area Leased & Owned	83.1	83.9	82.7	34	10	29.4%
Benelux,Schinnen Leased	72.9	68.5	76.7	29	7	24.1%
Italy,Livorno Leased	64.4	67.6	64.3	28	14	50.0%
Italy,Vicenza,Altavilla-Creazzo-Monteviale	80.0	78.8	81.1	23	4	17.4%
Italy,Vicenza,Barbarano-Castegnero-Longare-P.DiCasteg.	68.6	75.8	62.2	17	2	11.8%
Italy,Vicenza,Bolzano-Cavazzale-Monticello-Q. Vicentino	53.1	71.7	38.8	54	3	5.6%
Italy,Vicenza,Bressanvido-Grantorto-Piazzola-San Pietro	67.4	71.4	63.3	23	2	8.7%
Italy,Vicenza,Caldogno-Costabissara-Villaverla	66.9	70.2	64.0	82	15	18.3%
Italy,Vicenza,Camisano	60.3	70.0	54.9	50	4	8.0%
Italy,Vicenza,Gazzo	74.4	78.6	71.5	52	10	19.2%
Italy,Vicenza,Grisignano-Montegalda-Montegaldella	60.7	52.3	70.0	23	1	4.3%
Italy,Vicenza,Grumolo	57.2	49.2	60.0	17	1	5.9%
Italy,Vicenza,Torri Di Quartesolo	55.6	57.5	51.7	52	6	11.5%
Italy,Vicenza,Vicenza	88.0	86.5	89.3	52	7	13.5%
Italy,Vicenza,Villagio	58.0	59.4	56.5	176	27	15.3%
Rheinland Pfalz,Baumholder Smith Area 0-Area 1	68.5	67.2	70.4	75	15	20.0%
Rheinland Pfalz,Baumholder Smith Area 2	61.4	61.6	63.4	68	16	23.5%
Rheinland Pfalz,Baumholder Smith Area 3	59.3	55.8	63.6	148	36	24.3%
Rheinland Pfalz,Baumholder Smith Area 4	62.8	61.7	66.4	115	29	25.2%
Rheinland Pfalz,Baumholder Smith Area 5	58.1	54.6	63.3	127	32	25.2%
Rheinland Pfalz,Baumholder Smith Area 6	59.8	58.2	63.2	55	14	25.5%
Rheinland Pfalz,Baumholder Smith Area 7	76.1	76.3	75.8	81	35	43.2%
Rheinland Pfalz,Baumholder Wetzel Area 1	51.9	47.5	56.0	32	6	18.8%
Rheinland Pfalz,Baumholder Wetzel Area 2	56.7	50.5	64.6	22	6	27.3%
Rheinland Pfalz,Baumholder Wetzel Area 3	73.4	68.6	79.2	24	6	25.0%
Stuttgart,Kelley Housing	64.9	67.9	62.1	100	26	26.0%
Stuttgart,Panzer Kaserne	54.1	61.2	49.7	171	41	24.0%
Stuttgart,Patch Barracks	54.7	60.2	51.3	479	95	19.8%
Stuttgart,Robinson Barracks	63.1	72.7	56.1	266	73	27.4%
Wiesbaden,Aukamm	60.3	61.8	62.3	278	69	24.8%
Wiesbaden,Clay Kaserne	47.0	50.1	50.6	40	7	17.5%
Wiesbaden,Crestview	50.6	46.9	55.3	106	43	40.6%
Wiesbaden,Hainerberg	56.0	58.3	57.0	372	65	17.5%
Wiesbaden,Newman Village	73.0	79.0	71.4	281	57	20.3%



Red highlight indicates a score under 70.0. 1-100 calculated scoring. Scoring is not a percentage of a surveyed population.

Pacific Directorate Score Card

Response Rates: The response rate for Overall Pacific Directorate Army Owned and Leased of 21.9% is considered Average.

Satisfaction Index Results for Owned Housing:

- Overall Score is 81.0 (Very Good), a decrease of 2.3 points.
- Property Score is 81.3 (Very Good), a decrease of 1.1 points.
- Service Score is 81.1 (Very Good), a decrease of 3.1 points.

Satisfaction Index Results for Leased Housing:

- Overall Score is 78.6 (Good), an increase of 12.5 points.
- Property Score is 78.2 (Good), an increase of 12.4 points.
- Service Score is 79.4 (Good), an increase of 11.1 points.

Pacific Directorate

# of Installations	6
# of Neighborhoods	22
Surveys Distributed	1,865
Surveys Received	409
Response Rate	21.9%

Observations/Notes:

1. Significant increase in Service Score - Daegu Leased (11.2) and Humphreys Leased (11.0).
2. Daegu Owned significantly declined in the Service Score (-8.2) but increased Property Score by 18.8 points. This location is experiencing growth and new construction and should review reporting and comments carefully for ways to improve the service provided.

Awards: Six Neighborhoods achieved A List Awards. See next page.

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.
Pacific Owned & Leased	80.9	79.8	1.1	81.2	79.0	2.2	80.9	80.9	0.0	21.9%	28.6%	(6.7%)
Pacific Owned	81.0	83.3	(2.3)	81.3	82.4	(1.1)	81.0	84.1	(3.1)	22.7%	29.3%	(6.6%)
Pacific Leased	78.6	66.1	12.5	78.2	65.8	12.4	79.4	68.3	11.1	13.9%	26.2%	(12.3%)

Installation	Overall Score			Property Score			Service Score			% Rec.	Score < 70	Service (-)	Service (+)
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.				
Pacific	80.9	79.8	1.1	81.2	79.0	2.2	80.9	80.9	0.0	21.9%			
Camp Zama Owned	85.7	85.3	0.4	84.5	84.3	0.2	86.9	86.5	0.4	23.6%			0.4
Daegu Owned	75.2	72.8	2.4	84.0	65.2	18.8	69.6	77.8	(8.2)	18.6%	X	-8.2	
Daegu Leased	77.7	66.0	11.7	73.8	64.9	8.9	81.7	70.5	11.2	11.8%			11.2
Humphreys Owned	79.5	81.9	(2.4)	80.2	81.4	(1.2)	79.0	81.9	(2.9)	24.2%		-2.9	
Humphreys Leased	78.7	65.7	13.0	78.6	62.2	16.4	79.2	68.2	11.0	14.2%			11.0
Kwajalein Owned	71.6	N/A	N/A	71.9	N/A	N/A	71.5	N/A	N/A	18.6%			

Note: Red highlight indicates scores below 70. 1-100 Score rating. Scoring is not a percentage of a surveyed population.

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



Pacific Directorate Score Card Cont.

Scoring by Neighborhood

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
Camp Zama,Zama E9-SNCO	94.1	92.2	95.5	22	11	50.0%	
Camp Zama,Zama Highrise 1050	92.9	91.3	94.2	59	7	11.9%	
Camp Zama,Zama 1000 Range	89.0	89.0	88.7	17	5	29.4%	
Camp Zama,Sagamihara 13000 Series	86.8	87.0	87.0	108	34	31.5%	
Camp Zama,Sagamihara 1400 Series	86.2	86.8	86.8	195	37	19.0%	
Humphreys,Senior Leader	85.2	81.7	86.7	69	22	31.9%	
Camp Zama,Zama 900 Area	85.1	81.3	87.5	72	27	37.5%	
Camp Zama,Zama General's Hill	85.1	84.6	84.9	12	3	25.0%	
Humphreys,GFOQ	84.9	86.1	83.6	21	11	52.4%	
Camp Zama,Sagamihara 12000 Series	84.4	80.7	87.4	44	4	9.1%	
Camp Zama,Zama Highrise 743	83.3	79.5	86.9	64	26	40.6%	
Camp Zama,Zama Chapel Hill-Bed Rock	79.5	81.2	78.2	49	7	14.3%	
Humphreys,Leased	78.7	78.6	79.2	148	21	14.2%	
Kwajalein Atoll-New,Mil-Civ	78.5	72.5	83.6	11	5	45.5%	
Humphreys,Government Owned	77.8	79.3	77.0	508	112	22.0%	
Daegu,Camp George	77.7	73.8	81.7	17	2	11.8%	
Camp Zama,Sagamihara 100-500 Series	76.1	79.5	75.2	52	6	11.5%	
Daegu,Camp Walker	75.2	84.0	69.6	102	19	18.6%	
Camp Zama,Sagamihara 11000 Series	74.7	73.8	74.3	27	3	11.1%	
Kwajalein Atoll,Contractor	71.7	71.7	71.8	165	30	18.2%	
Kwajalein Atoll,Mil-Civ	70.4	72.4	68.8	80	15	18.8%	
Kwajalein Atoll-New,Contractor	62.7	68.7	58.8	23	2	8.7%	

Red highlight indicates scores below 70. 1-100 Score rating. Scoring is not a percentage of a surveyed population.

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

Readiness Directorate Score Card

Response Rates: The response rate for Overall Readiness Directorate Army Owned of 55.9% is considered Outstanding.

Satisfaction Index Results for Owned:

- Overall Score is 84.5 (Very Good), a decrease of 2.8 points.
- Property Score is 85.3 (Outstanding), a decrease of 2.1 points.
- Service Score is 84.1 (Very Good), a decrease of 3.0 points.

Observations/Notes

1. The Readiness Directorate does not have any Leased Housing.
2. Hunter Liggett, Rancho Milpitas is on Alert Status due to the Service Score decrease of 10 points. Although the score decreased 10 points, this neighborhood still rates in the CEL rating range of Very Good.

Awards: Two out of four Neighborhoods achieved A List Awards. See below.

Readiness Directorate	
# of Installations	3
# of Neighborhoods	4
Surveys Distributed	227
Surveys Received	127
Response Rate	55.9%

Installation	Overall Score			Property Score			Service Score			% Rec.	Score < 70	Service (-)	Service (+)
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.				
Readiness	84.5	87.3	(2.8)	85.3	87.4	(2.1)	84.1	87.1	(3.0)	55.9%		-3.0	
Buchanan Owned	81.5	79.8	1.7	81.2	82.4	(1.2)	81.7	77.0	4.7	59.1%			4.7
Hunter Liggett Owned	83.2	88.5	(5.3)	82.7	85.8	(3.1)	83.0	90.5	(7.5)	54.8%		-7.5	
McCoy Owned	86.6	90.3	(3.7)	88.7	90.9	(2.2)	85.8	90.0	(4.2)	55.5%		-4.2	

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
Hunter Liggett, Spanish Oaks	87.6	86.3	87.2	19	12	63.2%	🏆
McCoy, Government Owned	86.6	88.7	85.8	110	61	55.5%	🏆
Buchanan, Coconut Grove-LasColinas	81.5	81.2	81.7	44	26	59.1%	
Hunter Liggett, Rancho Milpitas	(3) 81.3	81.2	81.3	54	28	51.9%	

Note: Red highlight indicates scores below 70. 1-100 Score rating. Scoring is not a percentage of a surveyed population.

*Alert status indicates properties with a decrease in any Satisfaction Index score of 10 or more points, or a score of 69.9 or below. Properties with Alert Status are indicated by red property names in the list above. Properties with a decrease of 10 or more points in the (1) Overall Satisfaction Index score, (2) Property Index score and (3) Service score are indicated by the numbers following the property name. Properties in red not followed by a number are in Alert status due solely to one or more Index scores of 69.9 or below.

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

Sustainment Directorate Score Card

Response Rates: The response rate for Overall Sustainment Directorate Army Owned and Leased of 26.4% is considered Good.

Satisfaction Index Results for Owned:

- Overall Satisfaction Score is 83.9 (Very Good), an increase of 2.5 points.
- Property Satisfaction Score is 85.3 (Outstanding), an increase of 3.0 points.
- Service Satisfaction Score is 83.7 (Very Good), an increase of 3.0 points.

Observations or Notes:

1. The Sustainment Leased Directorate has one Leased location with 5 Homes: Miami Leased.
2. Miami Leased declined significantly in all Satisfaction Indexes.
3. Watervliet Arsenal had Zero surveys returned for both 2019 survey projects and is not included in this analysis.
4. Hawthorne Owned (-16.6) and Miami Leased (-17.6) declined in Service Scores and all scores are in the Very Poor to Crisis range.
5. Rock Island Arsenal declined (-15.0) for the Service Score. Despite the decline, their Service Score is 83.9 or Very Good.

Sustainment Directorate

# of Installations	7
# of Neighborhoods	11
Surveys Distributed	220
Surveys Received	58
Response Rate	26.4%

Awards: This Region has three neighborhoods that achieved awards. See next page.

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.
Sustainment Owned & Leased	83.0	81.2	1.8	84.8	82.4	2.4	82.7	80.4	2.3	26.4%	37.7%	(11.3%)
Sustainment Owned	83.9	81.4	2.5	85.3	82.3	3.0	83.7	80.7	3.0	26.0%	36.8%	(10.8%)
Sustainment Leased	57.8	77.6	(19.8)	68.8	85.8	(17.0)	53.7	71.3	(17.6)	40.0%	80.0%	(40.0%)




Installation	Overall Score			Property Score			Service Score			% Rec.	Score < 70	Service (-)	Service (+)
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.				
Sustainment	83.0	81.2	1.8	84.8	82.4	2.4	82.7	80.4	2.3	26.4%			2.3
AP Hill Owned	97.5	87.3	10.2	95.0	88.9	6.1	98.5	84.7	13.8	20.0%			13.8
Dugway Owned	81.1	71.9	9.2	81.5	71.8	9.7	81.7	73.1	8.6	24.7%			8.6
Hawthorne Owned	42.5	57.4	(14.9)	45.0	58.7	(13.7)	42.3	58.9	(16.6)	17.6%	X	-16.6	
Miami Leased	57.8	77.6	(19.8)	68.8	85.8	(17.0)	53.7	71.3	(17.6)	40.0%	X	-17.6	
Myer-HH Owned	86.5	83.0	3.5	88.8	85.3	3.5	86.0	81.2	4.8	23.0%			4.8
Rock Island Arsenal	85.1	97.6	(12.5)	87.8	95.6	(7.8)	83.9	98.9	(15.0)	38.9%		-15.0	
Tobyhanna Owned	93.0	95.3	(2.3)	94.7	93.0	1.7	92.1	96.8	(4.7)	47.6%		-4.7	

Note: Red highlight indicates scores below 70. 1-100 Score rating. Scoring is not a percentage of a surveyed population.

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

Sustainment Directorate Score Card Cont.

Scoring by Neighborhood

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
AP Hill,Government Owned	97.5	95.0	98.5	15	3	20.0%	
Tobyhanna AD,Government Owned	93.0	94.7	92.1	21	10	47.6%	
Myer-HH,Fort McNair	89.2	89.8	90.4	20	3	15.0%	
Myer-HH,Fort Myer	85.7	88.5	84.8	41	11	26.8%	
Rock Island Arsenal,Government Owned (1,3)	85.1	87.8	83.9	18	7	38.9%	
Dugway PG,Armitage-Colonel'sHill-Reneau-St Johns	84.8	85.6	86.5	19	6	31.6%	
Dugway PG,Mountain View	80.3	82.4	79.0	37	10	27.0%	
Dugway PG,East Wherry	76.0	70.7	81.2	21	3	14.3%	
Miami,Leased (1,2,3)	57.8	68.8	53.7	5	2	40.0%	
Hawthorne AD,Government Owned (1,2,3)	42.5	45.0	42.3	17	3	17.6%	
Watervliet Arsenal,Government Owned	--	--	--	6	0	0.0%	

Red highlight indicates scores below 70. 1-100 Score rating. Scoring is not a percentage of a surveyed population.

**Alert status indicates properties with a decrease in any Satisfaction Index score of 10 or more points, or a score of 69.9 or below. Properties with Alert Status are indicated by red property names in the list above. Properties with a decrease of 10 or more points in the (1) Overall Satisfaction Index score, (2) Property Index score and (3) Service score are indicated by the numbers following the property name. Properties in red not followed by a number are in Alert status due solely to one or more Index scores of 69.9 or below.*

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



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 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.

Army added additional supplemental questions to the survey. The results derived from the supplemental questions were reported separately to not impact the overall scores, nor prevent a direct comparative analysis between all locations and branches surveyed by CEL.

Additionally, CEL surveyed the Garrison Commanders and Housing Chiefs of each neighborhood/Installation to ascertain the similarity/dissimilarity of perceptions based on identical performance measures.

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

- ◆ **Distribution:** The survey was distributed to 9,707 residents living in Army Family Housing with 2,233 responding for a response rate of 23.0%.
- ◆ **Population:** The survey was distributed to one resident per household living in Army Owned and Leased Family housing at the time of the survey launch.
- ◆ **Online Survey:** A survey invitation was sent via email to all residents with a valid email address. Each email included a unique link to the online survey. Up to three email Reminders were then sent out to non-respondents at seven-day intervals. Code Letters with address-specific survey access information were created for each address and provided in PDF files. Code Letters were to be used for residents that did not have a valid email address and/or resident who did not receive the email.
- ◆ **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.

- ◆ Core set of questions used for comparison to private sector and military housing.
- ◆ Surveys were distributed for Army managed and Leased Housing worldwide.
- ◆ Residents, Housing Chiefs, and Garrison Commanders were surveyed .

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 company, Directorate, Installation, or single neighborhood is performing.

The Overall Satisfaction Index includes scores from all coded 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, Directorate, 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

While the scores are based on a top score of 100, scores are not a representation of percentages of a surveyed population. The use of a 100-based system allows for easier determination of variance and comparison than simply a mean score between 1 and 5.

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.