



CEL & Associates, Inc.

Real Estate Strategies, Benchmarking & Performance Solutions



2019 Executive Summary of the Headquarters of the Department of the Army FH Resident Survey (Owned and Leased) Housing

Prepared by: CEL & Associates, Inc.

Prepared: March 2019



Introduction

The Department of the Army engaged RER in conjunction with CEL & Associates, Inc. (“CEL”) to conduct a baseline Resident Satisfaction and Opinion Survey of Family Housing residents living in Army Owned and Leased housing. The survey was conducted within 4 Directorates at 23 Installations consisting of 130 neighborhoods between January and February 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 2019 indicate several successes and identified areas or Installations in need of improvement.

1. Overall, Property and Service for Army FH Owned decreased slightly in 2019. *Reference page 4.*
2. 46.9% of the Owned and Leased Installations rated in the Outstanding to Good range with 15.6% rating Average and 37.5% rating Below Average. *Reference page 5.*
3. The majority of residents for FH Owned (77.2%) are aware that the Housing Office is their advocate. Additional efforts should be considered to ensure all residents are aware. *Reference page 11.*
4. The Housing Office for FH Owned is used most frequently for Disruption of services (30.1%) and assignment and termination process (34.3%). *Reference page 11.*
5. Top 3 items residents would want improved if possible, for FH Owned are; 50.1% Appliances, 41.7% Flooring and 40.3% Closets/Extra Storage. *Reference page 11.*
6. Quality of Schools (32.5%) and Safety (38.2%) are top areas selected as “Must be Satisfied” to re-enlist or remain active duty military. Areas rated as “More likely if Satisfied” include; Location (37.1%), Condition of home (36%), Quality of fixtures (39%) and Availability of Housing (34.3%). *Reference page 12.*
7. Regarding Allocation of Limited Resources, top areas of importance included; Commissary (69.9%), Condition of Home (67%), AAFES (60.5%). *Reference page 14.*
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 16.*
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.*



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

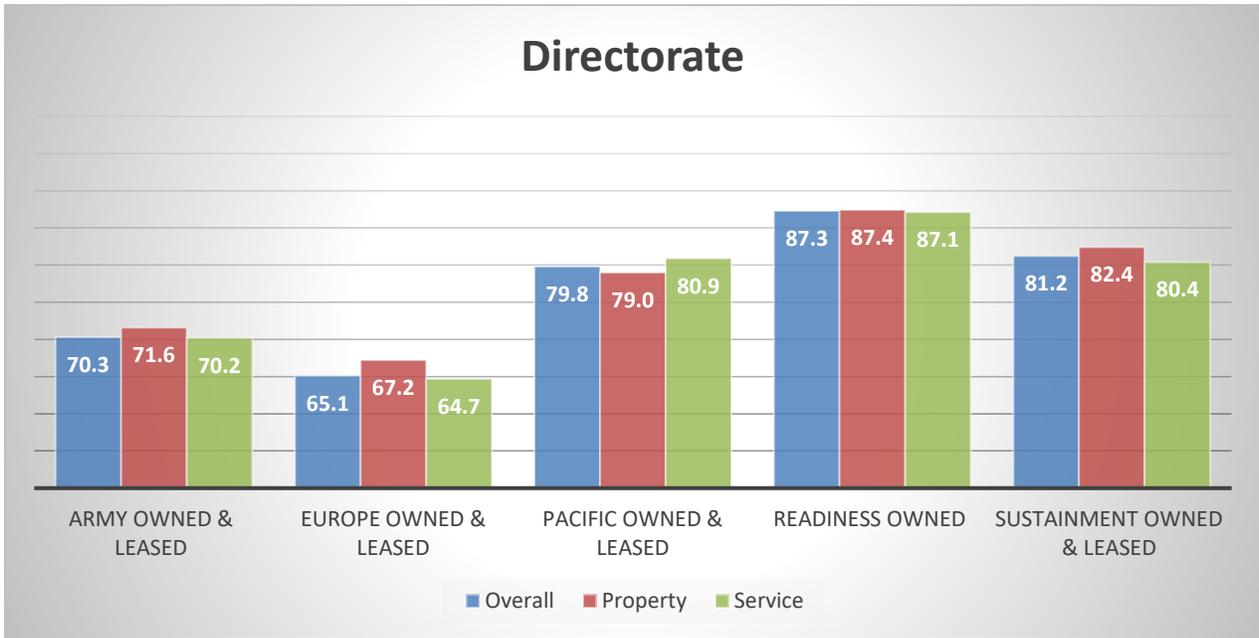
Response Rates: The response rate for Overall Army Owned and Leased of 20.7% is considered Average. An overall minimum goal of 20% was set for each Installation as well as each neighborhood within an Installation.

Satisfaction Index Results: The Overall (70.3), Property (71.6) and Service Score (70.2) for Army Owned and Leased is within the CEL rating of the low range of “Average” (70.0 to 74.9).

Pacific Owned, Readiness and Sustainment have Service Satisfaction Indexes in the CEL rating range of “Very Good” (80.4) to Outstanding (87.1).

Note: The Sustainment Directorate-Leased is comprised of one neighborhood with 5 homes.

Response Rate Data	
# of Installations	23
# of Neighborhoods	130
Surveys Distributed	9,580
Surveys Received	1,983
Response Rate	20.7%



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

Current and Prior Scores by Overall and Directorate: Scores decreased for all Satisfaction Indexes from 2018 to 2019 for Army Owned and Army Leased. Army Owned scores decreased by less than one point and Army Leased decreased by 3.2 for Overall and Service and 3.8 for Property.

A review of the scores indicate the majority of issues within a Directorate are tied to one or more Installations.

Current and Prior Scores by Overall and Directorate

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var	2019	2018	Var	2019	2018	Var	2019	2018	Var
Overall Army Owned & Leased	70.3	71.5	(1.2)	71.6	72.7	(1.1)	70.2	71.8	(1.6)	20.7%	20.3%	0.4%
Overall Army Owned	70.4	70.8	(0.4)	71.4	71.5	(0.1)	70.8	71.6	(0.8)	21.7%	21.7%	0.0%
Overall Army Leased	70.1	73.3	(3.2)	72.1	75.9	(3.8)	69.0	72.2	(3.2)	18.7%	17.5%	1.2%
Europe Directorate Owned & Leased	65.1	67.1	(2.0)	67.2	68.8	(1.6)	64.7	67.1	(2.4)	17.9%	17.7%	0.2%
Europe Directorate Owned	61.8	63.6	(1.8)	63.8	64.9	(1.1)	62.1	64.5	(2.4)	18.0%	18.3%	(0.3%)
Europe Directorate Leased	70.8	73.8	(3.0)	73.3	76.4	(3.1)	69.1	72.1	(3.0)	17.6%	16.8%	0.8%
Pacific Directorate Owned & Leased	79.8	79.3	0.5	79.0	79.1	(0.1)	80.9	80.6	0.3	28.6%	25.4%	3.2%
Pacific Directorate Owned	83.3	82.0	1.3	82.4	81.1	1.3	84.1	83.3	0.8	29.3%	27.1%	2.2%
Pacific Directorate Leased	66.1	70.3	(4.2)	65.8	72.3	(6.5)	68.3	71.4	(3.1)	26.2%	21.0%	5.2%
Readiness Directorate Owned	87.3	82.9	4.4	87.4	84.1	3.3	87.1	81.5	5.6	41.8%	39.1%	2.7%
Sustainment Directorate Owned & Leased	81.2	83.7	(2.5)	82.4	83.8	(1.4)	80.4	84.2	(3.8)	37.7%	44.1%	(6.4%)
Sustainment Directorate Leased	77.6	91.6	(14.0)	85.8	94.6	(8.8)	71.3	90.2	(18.9)	80.0%	100.0%	(20.0%)
Sustainment Directorate Owned	81.4	83.3	(1.9)	82.3	83.3	(1.0)	80.7	83.9	(3.2)	36.8%	43.0%	(6.2%)

Note: Scores below 70.0 highlighted in Green.

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

Scores and Rating by Installation: The 23 Installations were broken out to 32 Installations to provide a breakdown of Installations with both Owned and Leased. Note: Watervliet did not have any surveys returned.

46.9% of the Installations rated in the Outstanding to Good range with 15.6% rating Average and 37.5% rating Below Average.

	Installation	Directorate	RRate	OA	Prop	Svc	Overall Score Rating
1	Rock Island Arsenal	Sustainment	33.3%	97.6	95.6	98.9	Outstanding
2	Tobyhanna AD	Sustainment	45.8%	95.3	93.0	96.8	Outstanding
3	McAlester AAP	Sustainment	57.1%	93.4	97.3	91.1	Outstanding
4	McCoy	Readiness	38.4%	90.3	90.9	90.0	Outstanding
5	Hunter Liggett	Readiness	47.5%	88.5	85.8	90.5	Outstanding
6	AP Hill	Sustainment	57.9%	87.3	88.9	84.7	Outstanding
7	Camp Zama	Pacific	30.3%	85.3	84.3	86.5	Outstanding
8	Myer-HH	Sustainment	42.6%	83.0	85.3	81.2	Very Good
9	Humphreys	Pacific	27.9%	81.9	81.4	81.9	Very Good
10	Buchanan	Readiness	42.3%	79.8	82.4	77.0	Good
11	Italy-Livorno Leased	Europe	57.1%	78.3	81.0	77.8	Good
12	Yongsan	Pacific	25.6%	78.3	78.7	78.6	Good
13	Miami Leased	Sustainment	80.0%	77.6	85.8	71.3	Good
14	Benelux Leased	Europe	47.1%	76.4	75.9	78.1	Good
15	Radford AAP	Sustainment	75.0%	75.5	79.1	69.8	Good
16	Benelux-Schinnen Leased	Europe	31.0%	74.9	69.7	79.4	Average
17	Daegu	Pacific	39.3%	72.8	65.2	77.8	Average
18	Italy-Vicenza Leased	Europe	25.2%	72.6	73.0	72.6	Average
19	Dugway PG	Sustainment	25.3%	71.9	71.8	73.1	Average
20	Italy-Vicenza	Europe	29.5%	70.7	70.8	71.3	Average
21	Bavaria Leased	Europe	13.8%	69.8	74.9	65.8	Below Average
22	Bavaria-Hohenfels Leased	Europe	17.2%	66.9	66.1	67.5	Below Average
23	Yongsan Leased	Pacific	23.2%	66.9	71.7	64.1	Below Average
24	Daegu Leased	Pacific	33.3%	66.0	64.9	70.5	Below Average
25	Humphreys Leased FH	Pacific	20.2%	65.7	62.2	68.2	Below Average
26	Ansbach	Europe	19.0%	64.2	67.7	64.0	Poor
27	Bavaria	Europe	9.5%	62.4	63.5	62.3	Poor
28	Rheinland Pfalz	Europe	17.5%	62.1	59.7	65.7	Poor
29	Stuttgart	Europe	25.3%	61.3	64.4	60.4	Poor
30	Bavaria-Garmisch	Europe	34.6%	61.0	65.3	59.9	Poor
31	Wiesbaden	Europe	17.0%	58.6	62.1	59.1	Very poor
32	Hawthorne AD	Sustainment	35.3%	57.4	58.7	58.9	Very Poor

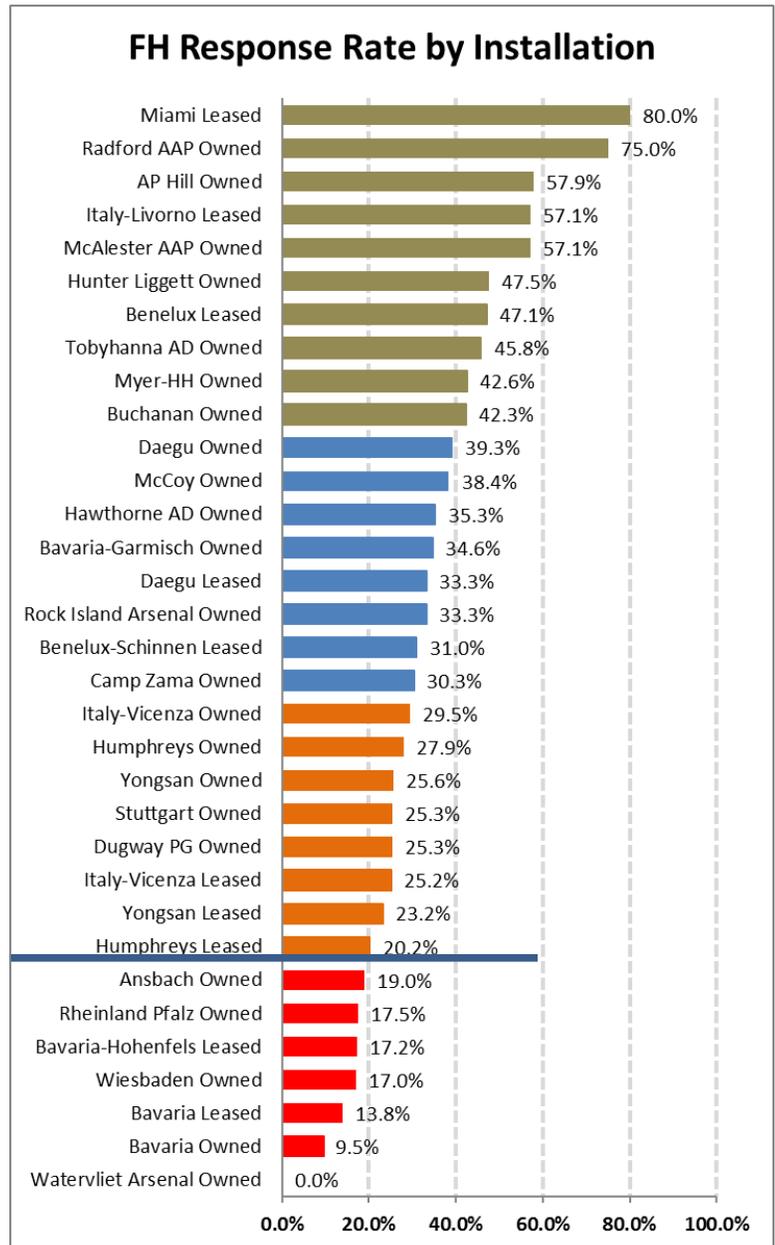
Color grids are used for visual representation of high, median and low range of data.

Response Rates by Installation: The 23 Installations were broken out to 33 Installation rates 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: 26 Installations met or exceeded the response rate goal.

Goal not Achieved: 6 Installations did not meet the response rate goal. Watervliet had zero surveys returned.



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



Overall Score Index by Installation: The FH Overall Score by Installation ranged from a high of 97.6 (Rock Island) to a low of 57.4 (Hawthorne AD).

Note – the score of 79.9 was utilized as the “Baseline score” for this score array. Watervliet had zero surveys returned.

7 Installations: Camp Zama Owned, AP Hill, Hunter Liggett, McCoy, McAlester AAP, Tobyhanna AD, Rock Island Arsenal earned **Outstanding scores (85.0 or above)**.

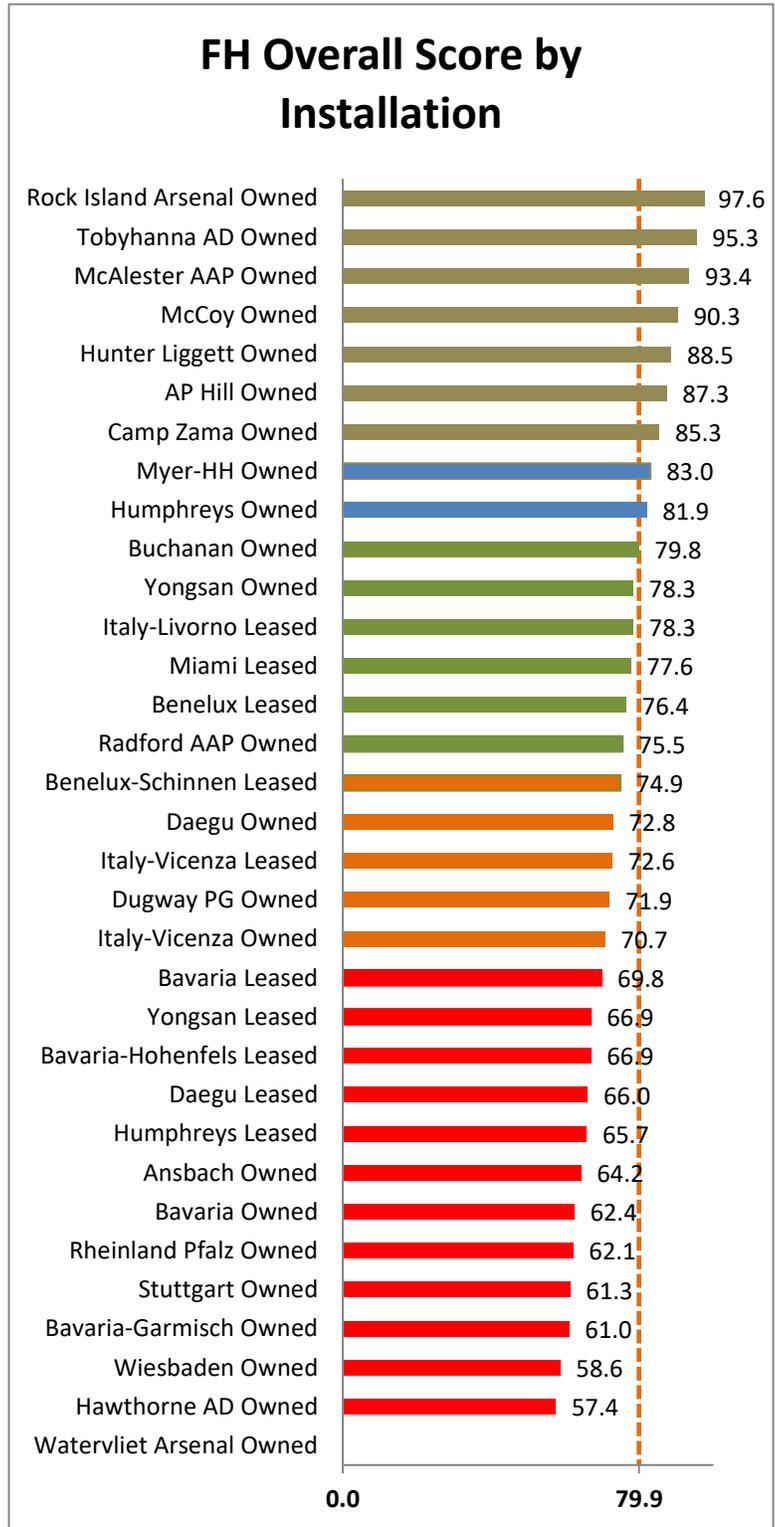
2 Installations: Myer-HH, Humphreys Owned, achieved scores in the **Very Good (84.9 to 80.0) range**.

6 Installations: Buchanan, Radford AAP, Benelux Leased, Miami Leased, Italy-Livorno Leased, Yongsan Owned achieved scores in the **Good (79.9 to 75.0) range**.

5 Installations: Benelux-Schinnen Leased, Italy-Vicenza Owned, Dugway PG Owned, Italy-Vicenza Leased, Daegu Owned achieved scores in the **Average (74.9 to 70.0) range**.

12 Installations: Fall into the **Below Average (69.9 to 65.0) to Very Poor (59.9 to 55.0) range**.

Color Key	
Scoring Range	Rating
100.0 to 85.0	Outstanding
84.9 to 80.0	Very Good
79.9 to 75.0	Good
74.9 to 70.0	Average
69.9 to 65.0	Below Average





Service Score Index by Installation: The FH Overall Score by Installation ranged from a high of 98.9 (Rock Island) to a low of 58.9 (Hawthorne AD).

Note – the score of 79.9 was utilized as the “baseline score” for this score array. Watervliet had no surveys returned.

7 Installations: AP Hill, Camp Zama, McCoy, Hunter Liggett, McAlester, Tobyhanna, Rock Island Arsenal earned **Outstanding scores (85.0 or above)**.

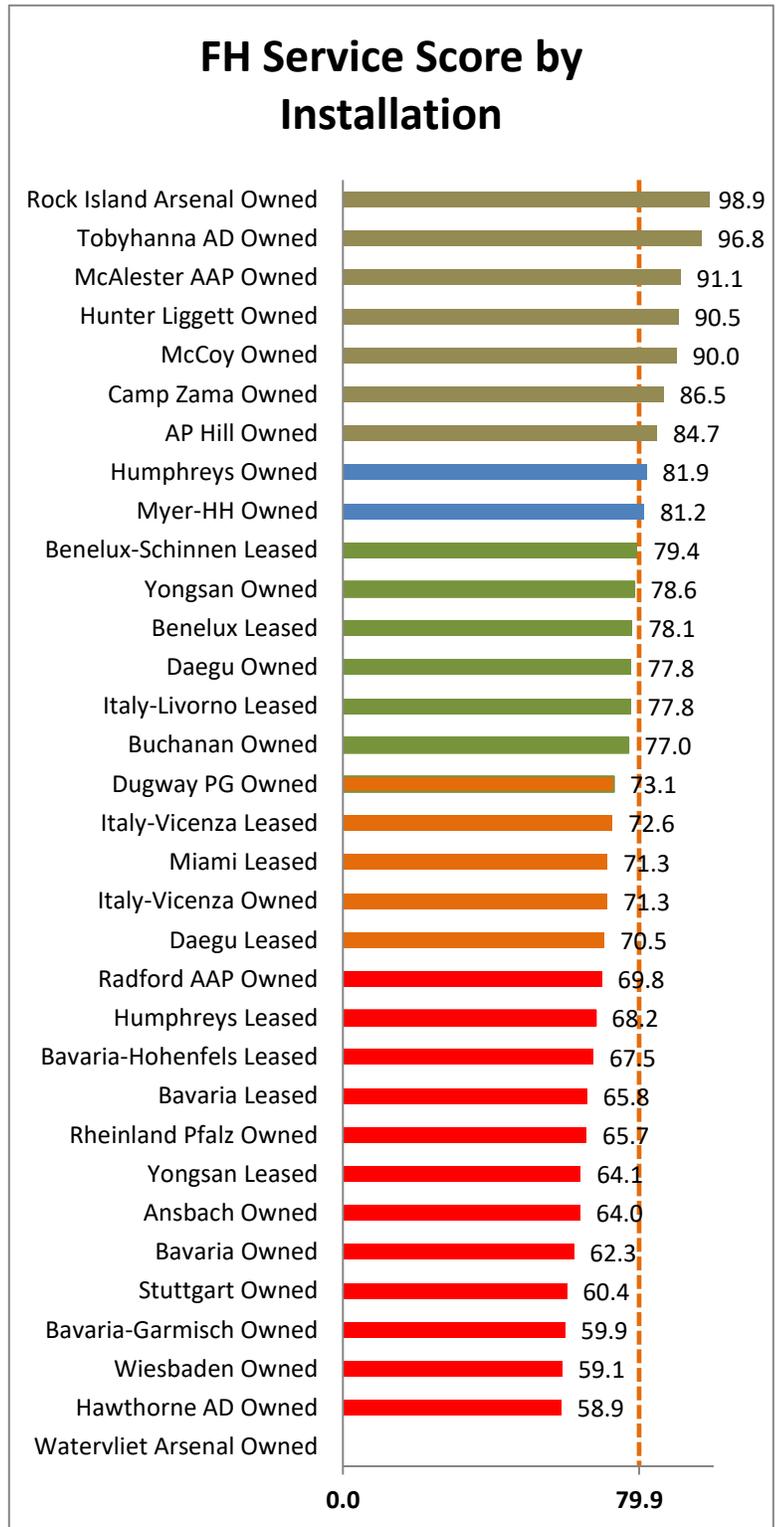
2 Installations: Humphreys Owned, Myer-HH Owned, achieved scores in the **Very Good (84.9 to 80.0) range**.

6 Installations: Benelux-Schinnen Leased, Benelux Leased, Buchanan, Daegu Owned, Italy-Livorno Leased, Yongsan Owned achieved scores in the **Good (79.9 to 75.0) range**.

5 Installations: Daegu Leased, Dugway PG, Miami Leased, Italy-Vicenza Owned, Italy- Vicenza Leased achieved scores in the **Average (74.9 to 70.0) range**.

12 Installations: Ansbach Owned, Bavaria-Garmisch Owned, Bavaria Leased, Bavaria Owned, Bavaria-Hohenfels Leased, Hawthorne, Humphreys Leased, Radford AAP, Stuttgart Owned, Yongsan, Rheinland Pfalz Owned, Wiesbaden Owned, fall into the **Below Average (69.9 to 65.0) to Very Poor range**.

Color Key	
Scoring Range	Rating
100.0 to 85.0	Outstanding
84.9 to 80.0	Very Good
79.9 to 75.0	Good
74.9 to 70.0	Average
69.9 to 65.0	Below Average





Property Indexes by Installation: The FH Overall Score by Installation ranged from a high of 97.3 (McAlester AAP) to a low of 58.7 (Hawthorne AD).

Note – the score of 79.9 was utilized as the “baseline score” for this score array. Watervliet had no surveys returned.

8 Installations: Myer-HH, Hunter Liggett, Miami Leased, AP Hill, McCoy, Tobyhanna AD, Rock Island Arsenal, McAlester AAP earned **Outstanding scores (85.0 or above)**.

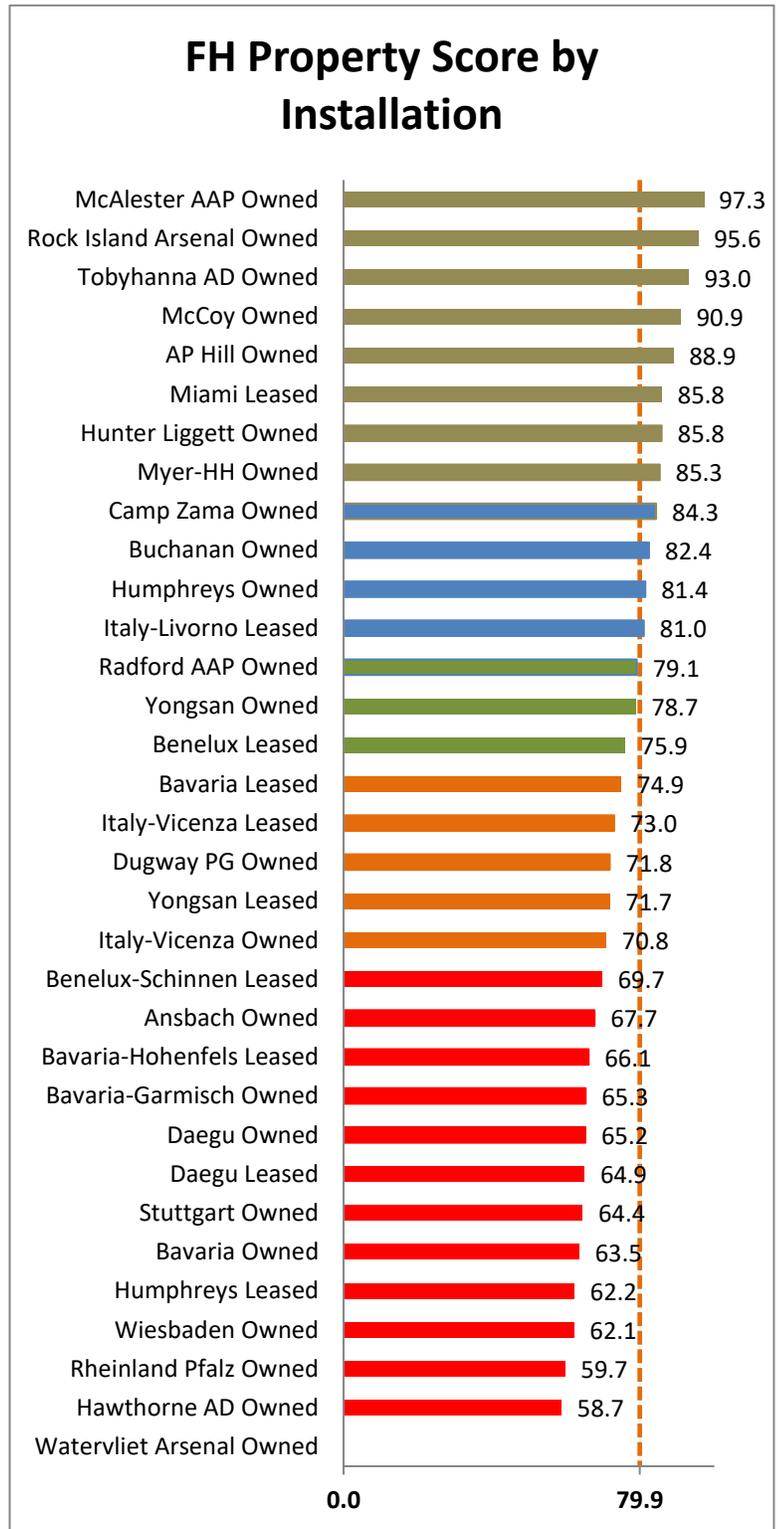
4 Installations: Italy-Livorno Leased, Humphreys Owned, Buchanan Owned, Camp Zama Owned achieved scores in the **Very Good (84.9 to 80.0) range**.

3 Installations: Benelux Leased, Yongsan Owned, Radford AAP Owned achieved scores in the **Good (79.9 to 75.0) range**.

5 Installations: Italy-Vicenza Owned, Yongsan Leased, Dugway PG Owned, Italy-Vicenza Leased, Bavaria Leased achieved scores in the **Average (74.9 to 70.0) range**.

12 Installations: Hawthorne AD, Rheinland Pfalz Owned, Wiesbaden Owned, Humphreys Leased, Bavaria Owned, Stuttgart Owned, Daegu Leased, Daegu Owned, Bavaria-Garmisch Owned, Bavaria-Hohenfels Leased, Ansbach Owned, Benelux-Schinnen Leased fall into the **Below Average (69.9 to 65.0) to Very Poor range**.

Color Key	
Scoring Range	Rating
100.0 to 85.0	Outstanding
84.9 to 80.0	Very Good
79.9 to 75.0	Good
74.9 to 70.0	Average
69.9 to 65.0	Below Average





Army - Owned Housing - Top and Bottom Five Scoring Questions: The top five scoring questions range from 85.4 to 78.2 and include areas of Maintenance, Safety and Security. The bottom five range from 63.3 to 53.2 and include areas of size, value and communication.

Top 5 Scoring Questions Owned	
Question	Score
3c. Courtesy of maintenance personnel	85.4
4a. Safety	84.0
4b. Security	83.7
3d. Quality of maintenance work	78.4
2c. Courtesy and respect with which you are treated	78.2

Bottom 5 Scoring Questions Owned	
Question	Score
5b. Size of housing compared to off post housing	63.3
2b. Follow-up after problems are reported to be sure that they have been resolved	63.2
7f. Based on my feelings today, I would seek housing in this community again	60.9
5a. Value of home compared to the monthly BAH-OHA	57.6
7e. Compared to other communities that I have lived in, this is the best managed	53.2

Army - Leased Housing - Top and Bottom Five Scoring Questions: The top five scoring questions range from 82.2 to 78.3 and include areas of Courtesy of maintenance, Professionalism of management, Safety, Pet policies and Security. The bottom five range from 63.9 to 54.5 and include areas of Visitor parking and Follow-up.

Top 5 Scoring Questions Leased	
Question	Score
3c. Courtesy of maintenance personnel	82.2
4a. Safety	81.6
4d. Current pet policies	79.6
4b. Security	79.0
6c. Professionalism with which you were treated by the Army Housing Staff	78.3

Bottom 5 Scoring Questions Leased	
Question	Score
7f. Based on my feelings today, I would seek housing in this community again	63.9
3e. Follow-up on maintenance requests to ensure satisfaction	61.8
2b. Follow-up after problems are reported to be sure that they have been resolved	59.1
4f. Visitor parking	56.9
7e. Compared to other communities that I have lived in, this is the best managed	54.5



Select Questions - Army Owned FH: The following questions were asked to gain a better understanding of how residents use the Housing Office, as well as preferences residents have regarding upgrades to the housing.

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
1,079	77.2%	313	22.4%	5	0.4%

The majority of residents (77.2%) are aware that the Housing Office is their advocate. Additional efforts should be considered to ensure all residents are made aware.

11) Select all services used from the Housing Office within the last 12 months. (Select all that apply.)

Landlord/Tenant or Tenant/Tenant relations	104	7.4%
Dissatisfaction with a work order	242	17.3%
Disruption of services (utilities, scheduling apps, etc.)	420	30.1%
Housing referral services	123	8.8%
Assignment and termination process	479	34.3%
No Answer	497	35.6%
Total	1,865	133.5%

The Housing Office is used most frequently for...

- Disruption of Services (30.1%)
- Assignment and Termination Process (34.3%)

12) Please select the top 3 items you would want to have improved/replaced within your home if it were possible.

Item	Count	Percent
Windows	183	13.1%
Closets/Extra Storage	563	40.3%
Doors	157	11.2%
Appliances	700	50.1%
Lighting	386	27.6%
Flooring	583	41.7%
Faucets	240	17.2%
Countertops	284	20.3%
Painting	230	16.5%
Additional bathroom	221	15.8%
Dedicated laundry room	156	11.2%
No Answer	47	3.4%
Total	3,750	268.4%

Residents were asked to select top 3 items they would want improved. Results include...

- 50.1% Appliances
- 41.7% Flooring
- 40.3% Closets/Extra Storage

Note: Results may vary between Installations.



Questions Regarding Housing and Re-Enlistment: Residents were asked if various areas of housing influenced their decision to re-enlist or remain active duty. The question was asked regarding their current housing and a second question was asked regarding any housing they may be assigned to.

Quality of Schools 32.5% and Safety 38.2% are top areas selected as “Must be Satisfied”.

At your Current Location: The results indicate that various areas of housing can impact retention. Quality of Schools (32.5%) and Safety (38.2%) are top areas selected as “Must be Satisfied”.

Areas rated as “More likely if Satisfied” include; Location (37.1%), Condition of home (36%), Quality of fixtures (39%) and Availability of Housing (34.3%).

The Army would like to better understand which areas of Army Housing may influence your decision to re-enlist or remain on active duty.

This question was only shown to those who indicated they had Active Military in the household in Q14.

15. At your current location:

	Does not influence my decision to remain on active military	If I am satisfied, I am more likely to remain on active military	I must be satisfied to remain on active military	Don't Know, Not Applicable or No Opinion	No Answer
Amenities in housing area (playgrounds, pools, fitness centers, etc.)	666 43.2%	513 33.3%	196 12.7%	156 10.1%	9 0.6%
Availability of housing	594 38.6%	528 34.3%	277 18.0%	132 8.6%	9 0.6%
Condition of the home	457 29.7%	554 36.0%	404 26.2%	115 7.5%	10 0.6%
Location of housing I am assigned to	468 30.4%	571 37.1%	375 24.4%	113 7.3%	13 0.8%
Quality of my home's fixtures and finishes (flooring, paint, countertops, etc.)	538 34.9%	601 39.0%	270 17.5%	119 7.7%	12 0.8%
Quality of schools	426 27.7%	409 26.6%	500 32.5%	193 12.5%	12 0.8%
Rank of my neighbors	877 56.9%	298 19.4%	142 9.2%	209 13.6%	14 0.9%
Safety in and around my home	409 26.6%	427 27.7%	589 38.2%	103 6.7%	12 0.8%
Ability to operate a home-based business	796 51.7%	236 15.3%	114 7.4%	382 24.8%	12 0.8%



Questions Regarding Housing and Re-Enlistment: Residents were asked if various areas of housing influenced their decision to re-enlist or remain active duty. The question was asked regarding their current housing and a second question was asked regarding any housing they may be assigned to.

At any location assigned to: Top areas of concern mirror results of “Current Location”.

16. At any location you have been or may be assigned to:					
	Does not influence my decision to remain on active military	If I am satisfied, I am more likely to remain on active military	I must be satisfied to remain on active military	Don't Know, Not Applicable or No Opinion	No Answer
Amenities in housing area (playgrounds, pools, fitness centers, etc.)	593 38.5%	549 35.6%	206 13.4%	176 11.4%	16 1.0%
Availability of housing	526 34.2%	539 35.0%	294 19.1%	167 10.8%	14 0.9%
Condition of the home	414 26.9%	561 36.4%	396 25.7%	153 9.9%	16 1.0%
Location of housing I am assigned to	435 28.2%	574 37.3%	363 23.6%	150 9.7%	18 1.2%
Quality of my home's fixtures and finishes (flooring, paint, countertops, etc.)	494 32.1%	601 39.0%	263 17.1%	163 10.6%	19 1.2%
Quality of schools	408 26.5%	413 26.8%	481 31.2%	221 14.4%	17 1.1%
Rank of my neighbors	812 52.7%	327 21.2%	142 9.2%	245 15.9%	14 0.9%
Safety in and around my home	390 25.3%	428 27.8%	548 35.6%	154 10.0%	20 1.3%
Ability to operate a home-based business	759 49.3%	265 17.2%	116 7.5%	380 24.7%	20 1.3%



Questions Regarding Allocation of Limited Resources: Residents were asked to select the top three areas of importance as Army allocates limited resources.

Top Areas of importance included; Commissary 69.9%, Condition of Home 67%, AAFES 60.5%.

Top Areas of importance included; Commissary 69.9%, Condition of home 67%, AAFES 60.5%. Results may vary by Installation.

17. As the Army allocates limited resources, how important are the following to you?

	This is one of my 3 most important items	This is less important than other items	This is not important to me	This is not currently available to me	No Answer	If this amenity is important to you, are you satisfied with the current condition? (1)	
						Yes	No
a. AAFES (PX, BX, or NEX)	1199 60.5%	562 28.3%	122 6.2%	13 0.7%	87 4.4%	727 64.7%	397 35.3%
b. Child and youth services (CDC, etc.)	661 33.3%	558 28.1%	526 26.5%	54 2.7%	184 9.3%	440 69.0%	198 31.0%
c. Commissary	1386 69.9%	428 21.6%	69 3.5%	16 0.8%	84 4.2%	703 62.9%	414 37.1%
d. Condition of my home/home improvements	1329 67.0%	452 22.8%	40 2.0%	4 0.2%	158 8.0%	608 57.5%	449 42.5%
e. Gym/fitness centers	890 44.9%	818 41.3%	131 6.6%	9 0.5%	135 6.8%	655 72.7%	246 27.3%
f. Parks, trails, and picnic areas	341 17.2%	1050 53.0%	312 15.7%	85 4.3%	195 9.8%	380 65.9%	197 34.1%
g. Sports and athletics (ball fields, etc.)	298 15.0%	1035 52.2%	416 21.0%	39 2.0%	195 9.8%	414 74.9%	139 25.1%
h. Library (onsite or online)	261 13.2%	1070 54.0%	405 20.4%	42 2.1%	205 10.3%	490 87.5%	70 12.5%
i. Outdoor recreation (equipment rentals)	209 10.5%	1038 52.3%	455 22.9%	65 3.3%	216 10.9%	410 80.6%	99 19.4%
j. Automotive skills shop	288 14.5%	952 48.0%	453 22.8%	103 5.2%	187 9.4%	421 73.5%	152 26.5%
k. MWR pools/aquatic parks	297 15.0%	902 45.5%	296 14.9%	303 15.3%	185 9.3%	249 49.5%	254 50.5%

(1) - Respondents chose whether to answer Yes/No question. Percentages of Yes/No are of those who responded to this section only.

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, neighborhood/Installation must meet Service Index score and Response Rate criteria as follows:

- **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%.

- ◆ 4 Platinum Awards
- ◆ 11 A List Awards
- ◆ Camp Zama Owned – Achieved a Crystal Award

Neighborhood Awards - 4 Family Housing neighborhoods achieved Platinum Awards and 11 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	Camp Zama,Zama 1000 Range	93.4	43.5%
2	Camp Zama,Zama General's Hill	94.7	23.1%
3	Rock Island Arsenal,Government Owned	98.9	33.3%
4	Tobyhanna AD,Government Owned	96.8	45.8%

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	Camp Zama,Sagamihara 13000 Series	85.8	42.1%
2	Camp Zama,Sagamihara 1400 Series	87.6	28.6%
3	Camp Zama,Zama 900 Area	88.0	40.5%
4	Camp Zama,Zama Highrise 1050	87.0	21.3%
5	Camp Zama,Zama Highrise 743	90.7	33.3%
6	Humphreys,GFOQ	88.4	64.7%
7	Hunter Liggett,Rancho Milpitas	91.3	44.7%
8	Hunter Liggett,Spanish Oaks	88.5	57.1%
9	McAlester AAP,Government Owned	91.1	57.1%
10	McCoy,Government Owned	90.0	38.4%
11	Myer-HH,Fort Myer	86.1	43.2%

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	70.3	92.0	21.7
Property	71.6	89.4	17.8
Service	70.2	93.8	23.6
Readiness to Solve Problems	68.4	94.1	25.7
Responsiveness & Follow-Through	67.0	96.4	29.4
Property Appearance & Condition	70.7	88.8	18.1
Quality of Management Services	68.5	94.6	26.1
Quality of Leasing Services	73.6	96.1	22.5
Quality of Maintenance Services	74.8	91.5	16.7
Property Rating	73.4	90.6	17.2
Relationship Rating	69.4	93.8	24.4
Renewal Intention	61.5	88.7	27.2

Resident to GC, DGC and CSM			
Satisfaction Index / BSF	Resident	GC	Difference
Overall	70.3	81.8	11.5
Property	71.6	77.1	5.5
Service	70.2	84.3	14.1
Readiness to Solve Problems	68.4	84.4	16.0
Responsiveness & Follow-Through	67.0	81.6	14.6
Property Appearance & Condition	70.7	73.2	2.5
Quality of Management Services	68.5	88.4	19.9
Quality of Leasing Services	73.6	89.7	16.1
Quality of Maintenance Services	74.8	82.7	7.9
Property Rating	73.4	84.5	11.1
Relationship Rating	69.4	84.8	15.4
Renewal Intention	61.5	80.5	19.0

GC, DGC and CSM to Housing Chief			
Satisfaction Index / BSF	GC	HC	Difference
Overall	81.8	92.0	10.2
Property	77.1	89.4	12.3
Service	84.3	93.8	9.5
Readiness to Solve Problems	84.4	94.1	9.7
Responsiveness & Follow-Through	81.6	96.4	14.8
Property Appearance & Condition	73.2	88.8	15.6
Quality of Management Services	88.4	94.6	6.2
Quality of Leasing Services	89.7	96.1	6.4
Quality of Maintenance Services	82.7	91.5	8.8
Property Rating	84.5	90.6	6.1
Relationship Rating	84.8	93.8	9.0
Renewal Intention	80.5	88.7	8.2

A. Europe Directorate Score Card

Response Rates: The response rate for Overall Europe Directorate Army Owned and Leased of 17.9% is considered below average.

Satisfaction Index Results for Owned:

- Overall Satisfaction Score is 61.8 (Poor), a decrease of 1.8 points.
- Property Satisfaction Score is 63.8 (Poor), a decrease of 1.1 points.
- Service Satisfaction Score is 62.1 (Poor), a decrease of 2.4 points.

Satisfaction Index Results for Leased:

- Overall Satisfaction Score is 70.8 (Average), a decrease of 3.0 points.
- Property Satisfaction Score is 73.3 (Average), a decrease of 3.1 points.
- Service Satisfaction Score is 69.1 (Poor), a decrease of 3.0 points.

Europe Directorate	
# of Installations	11
# of Neighborhoods	90
Surveys Distributed	7,527
Surveys Received	1,344
Response Rate	17.9%

All Owned locations have scores under 75.0 for all Satisfaction Indexes, as indicated in green highlight.

Owned FH	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.	Dist.	Rec.	% Rec.
Europe Directorate Owned	61.8	63.6	(1.8)	63.8	64.9	(1.1)	62.1	64.5	(2.4)	4,749	855	18.0%
Ansbach Owned	64.2	66.9	(2.7)	67.7	70.6	(2.9)	64.0	66.1	(2.1)	405	77	19.0%
Bavaria Owned	62.4	68.0	(5.6)	63.5	68.9	(5.4)	62.3	68.4	(6.1)	1,052	100	9.5%
Bavaria-Garmisch Owned	61.0	62.9	(1.9)	65.3	70.0	(4.7)	59.9	61.4	(1.5)	52	18	34.6%
Bavaria-Hohenfels Owned	61.8	77.9	(16.1)	64.4	76.9	(12.5)	60.2	79.8	(19.6)	126	15	11.9%
Italy-Vicenza Owned	70.7	62.0	8.7	70.8	62.2	8.6	71.3	61.7	9.6	193	57	29.5%
Rheinland Pfalz Owned	62.1	61.4	0.7	59.7	58.5	1.2	65.7	65.2	0.5	727	127	17.5%
Stuttgart Owned	61.3	66.8	(5.5)	64.4	69.4	(5.0)	60.4	66.8	(6.4)	1,063	269	25.3%
Wiesbaden Owned	58.6	57.8	0.8	62.1	61.5	0.6	59.1	57.8	1.3	1,131	192	17.0%

Leased FH	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.	Dist.	Rec.	% Rec.
Europe Directorate Leased	70.8	73.8	(3.0)	73.3	76.4	(3.1)	69.1	72.1	(3.0)	2,778	489	17.6%
Bavaria Leased	69.8	73.7	(3.9)	74.9	77.9	(3.0)	65.8	70.8	(5.0)	1,776	245	13.8%
Bavaria-Hohenfels Leased	66.9	71.4	(4.5)	66.1	71.5	(5.4)	67.5	71.4	(3.9)	431	74	17.2%
Benelux Leased	76.4	85.3	(8.9)	75.9	83.7	(7.8)	78.1	87.3	(9.2)	70	33	47.1%
Benelux-Schinnen Leased	74.9	82.1	(7.2)	69.7	77.1	(7.4)	79.4	85.3	(5.9)	29	9	31.0%
Italy-Livorno Leased	78.3	62.3	16.0	81.0	71.9	9.1	77.8	57.8	20.0	28	16	57.1%
Italy-Vicenza Leased	72.6	74.1	(1.5)	73.0	75.7	(2.7)	72.6	73.2	(0.6)	444	112	25.2%

Note: Green highlight indicates scores below 75.

Europe Directorate Score Card Cont.

The following is a breakdown of where the 90 neighborhoods scored within the Europe Owned and Leased Family Housing. Red highlight indicates a score under 70.0.

Neighborhood Name	Satisfaction Scores			Surveys		
	Overall	Property	Service	Dist.	Rec.	%
Ansbach,Ansbach On Post	59.9	61.2	61.3	61	12	19.7%
Ansbach,Katterbach On Post	61.2	63.6	61.9	237	35	14.8%
Ansbach,Urlas Housing Area	69.4	75.3	67.3	107	30	28.0%
Bavaria,Altenstadt-Meerbodenreuth-Neustadt	73.7	76.4	70.0	30	4	13.3%
Bavaria,Altenweiher-Gruenwald	67.5	65.4	71.1	129	17	13.2%
Bavaria,Altneuhaus	54.6	53.9	56.1	129	8	6.2%
Bavaria,Amberg	82.6	91.0	76.7	16	2	12.5%
Bavaria,Dollacker-Leonhard	79.3	86.7	70.7	24	1	4.2%
Bavaria,Eisenhower	70.7	73.6	66.8	60	9	15.0%
Bavaria,Elvis Presley	82.7	84.3	81.8	44	5	11.4%
Bavaria,Erbendorf	74.2	79.1	69.1	58	8	13.8%
Bavaria,Eschenbach	40.0	54.0	30.0	38	2	5.3%
Bavaria,Fitzthum Government Owned	61.5	58.3	64.8	50	4	8.0%
Bavaria,Fitzthum Leased	53.9	56.8	50.5	40	7	17.5%
Bavaria,Freihung-Ziegelweg	75.2	85.4	62.9	9	3	33.3%
Bavaria,George Marshall	76.4	84.9	71.0	64	7	10.9%
Bavaria,Gmuend	54.4	74.7	32.2	23	1	4.3%
Bavaria,Grafenwoehr Government Owned	66.5	67.0	65.6	194	17	8.8%
Bavaria,Grafenwoehr Kollermuehlweg-Ochsenhut	65.3	73.9	59.6	27	8	29.6%
Bavaria,Grafenwoehr Leased	75.0	75.0	75.0	88	8	9.1%
Bavaria,Gruenhund	80.2	81.2	77.3	55	8	14.5%
Bavaria,Haager	67.4	70.9	64.4	64	8	12.5%
Bavaria,Hahnbach	73.2	87.1	64.4	9	1	11.1%
Bavaria,Henry Kissinger	68.5	75.0	65.5	79	11	13.9%
Bavaria,Hierold-MLK-Vilseck Single Lease GRHP	49.4	49.6	42.9	18	2	11.1%
Bavaria,Hopfenhofer	60.5	67.0	55.7	58	9	15.5%
Bavaria,Huetten	78.0	85.0	72.6	32	6	18.8%
Bavaria,John F Kennedy Ring	69.3	69.6	68.9	40	8	20.0%
Bavaria,Kaltenbrunn	70.7	69.8	71.8	73	7	9.6%
Bavaria,Kastl	69.7	78.7	58.9	12	1	8.3%
Bavaria,Kemnath	68.3	72.7	65.6	39	2	5.1%
Bavaria,Kittenberg	60.3	63.1	58.7	199	16	8.0%

Europe Directorate Score Card Cont.

Neighborhood Name	Satisfaction Scores			Surveys		
	Overall	Property	Service	Dist.	Rec.	%
Bavaria,Kohlberg-Luhe	62.3	68.8	57.2	20	6	30.0%
Bavaria,Kulmain	62.8	70.7	58.0	32	4	12.5%
Bavaria,Langenbruck	59.3	62.7	58.0	305	33	10.8%
Bavaria,Mantel-Weiherhammer	67.3	74.5	62.7	46	8	17.4%
Bavaria,Parkstein	78.9	90.7	67.8	20	2	10.0%
Bavaria,Pressath	65.4	72.3	62.6	54	6	11.1%
Bavaria,Roemersbuehl	73.8	73.4	73.6	68	12	17.6%
Bavaria,Rothenstadt	86.3	90.8	82.6	27	4	14.8%
Bavaria,Schwarzenbach	65.1	69.4	60.9	24	4	16.7%
Bavaria,Sorghof	63.0	74.6	54.7	45	11	24.4%
Bavaria,Speichersdorf	82.4	86.5	79.4	25	4	16.0%
Bavaria,Steinfels	67.9	79.2	59.5	37	7	18.9%
Bavaria,Steinway	70.3	71.0	71.7	70	6	8.6%
Bavaria,Tower Barracks	71.1	71.0	69.9	46	5	10.9%
Bavaria,Von Steuben	64.1	69.9	57.4	66	8	12.1%
Bavaria,Weiden	75.1	80.5	71.1	169	31	18.3%
Bavaria,Wernher Von Braun	46.4	47.4	49.7	72	4	5.6%
Bavaria-Garmisch, Government Owned	61.0	65.3	59.9	52	18	34.6%
Bavaria-Hohenfels, Camp Nainhof	59.0	58.9	59.2	71	10	14.1%
Bavaria-Hohenfels, Keltenwall	67.6	75.8	62.4	55	5	9.1%
Bavaria-Hohenfels, Leased	66.9	66.1	67.5	431	74	17.2%
Benelux,Attre	77.1	81.9	76.0	18	10	55.6%
Benelux,Lens	76.1	70.1	82.2	19	10	52.6%
Benelux,Mons-Area Leased & Owned	76.2	76.5	76.6	33	13	39.4%
Benelux-Schinnen, Leased	74.9	69.7	79.4	29	9	31.0%
Italy-Livorno, Leased	78.3	81.0	77.8	28	16	57.1%
Italy-Vicenza, Altavilla Creazzo Monteviale	82.7	85.8	83.7	24	5	20.8%
Italy-Vicenza, Barbarano-Castegnero-Longare-P.DiCasteg.	65.2	58.4	71.9	21	5	23.8%
Italy-Vicenza, Bolzano-Cavazzale-Monticello-Q. Vicentino	78.8	79.8	78.8	55	14	25.5%
Italy-Vicenza, Bressanvido-Grantorto-Piazzola-San Pietro	76.5	79.6	73.4	25	8	32.0%
Italy-Vicenza, Caldogno-Costabissara-Villaverla	75.6	73.6	77.3	76	15	19.7%
Italy-Vicenza, Camisano	69.1	70.5	67.7	45	11	24.4%
Italy-Vicenza, Gazzo	70.5	73.1	67.9	52	12	23.1%
Italy-Vicenza, Grisignano-Montegalda-Montegaldella	59.8	55.9	63.8	26	3	11.5%
Italy-Vicenza, Grumolo	76.1	77.3	74.2	17	9	52.9%



Europe Directorate Score Card Cont.

Neighborhood Name	Satisfaction Scores			Surveys		
	Overall	Property	Service	Dist.	Rec.	%
Italy-Vicenza,Torri Di Quartesolo	70.1	71.1	70.8	54	14	25.9%
Italy-Vicenza,Vicenza	68.7	68.1	69.1	49	16	32.7%
Italy-Vicenza,Villagio	70.7	70.8	71.3	193	57	29.5%
Rheinland Pfalz,Baumholder Smith Area 0-Area 1	54.4	51.5	57.2	81	12	14.8%
Rheinland Pfalz,Baumholder Smith Area 2	73.5	69.7	78.2	85	12	14.1%
Rheinland Pfalz,Baumholder Smith Area 3	55.3	51.9	59.3	143	26	18.2%
Rheinland Pfalz,Baumholder Smith Area 4	56.3	57.5	58.1	117	17	14.5%
Rheinland Pfalz,Baumholder Smith Area 5	62.4	57.2	68.1	134	19	14.2%
Rheinland Pfalz,Baumholder Smith Area 6	72.4	71.8	74.5	62	16	25.8%
Rheinland Pfalz,Baumholder Smith Area 7	82.7	82.0	84.7	11	6	54.5%
Rheinland Pfalz,Baumholder Wetzel Area 1	56.9	60.0	57.6	41	7	17.1%
Rheinland Pfalz,Baumholder Wetzel Area 2	62.9	60.4	67.4	25	7	28.0%
Rheinland Pfalz,Baumholder Wetzel Area 3	57.2	45.1	66.7	28	5	17.9%
Stuttgart,Kelley Housing	68.2	70.5	67.0	114	34	29.8%
Stuttgart,Panzer Kaserne	58.7	61.1	59.2	175	38	21.7%
Stuttgart,Patch Barracks	58.3	60.8	58.1	497	120	24.1%
Stuttgart,Robinson Barracks	64.2	69.1	61.7	277	77	27.8%
Wiesbaden,Aukamm	57.9	61.2	58.5	292	66	22.6%
Wiesbaden,Clay Kaserne	64.2	68.6	65.1	56	10	17.9%
Wiesbaden,Crestview	48.9	45.8	54.2	101	25	24.8%
Wiesbaden,Hainerberg	54.0	56.5	55.4	403	59	14.6%
Wiesbaden,Newman Village	74.0	85.0	68.5	279	32	11.5%

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

B. Pacific Directorate Score Card

Response Rates: The response rate for Overall Pacific Directorate Army Owned and Leased of 28.6% is considered Good.

Satisfaction Index Results for Owned:

- Overall Satisfaction Score is 83.3 (Very Good), an increase of 1.3 points.
- Property Satisfaction Score is 82.4 (Very Good), an increase of 1.3 points.
- Service Satisfaction Score is 84.1 (Very Good), an increase of 0.8 points.

Satisfaction Index Results for Leased:

- Overall Satisfaction Score is 66.1 (Below Average), a decrease of 4.2 points.
- Property Satisfaction Score is 65.8 (Below Average), a decrease of 6.5 points.
- Service Satisfaction Score is 68.3 (Below Average), a decrease of 3.1 points.

Pacific Directorate	
# of Installations	4
# of Neighborhoods	23
Surveys Distributed	1,581
Surveys Received	452
Response Rate	28.6%

Although, the Overall Score is in the Range of Very Good for the Directorate, Daegu Owned and Daegu, Humphreys and Yongsan Leased all have scores under 75.0.

Owned FH	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.	Dist.	Rec.	% Rec.
Pacific Directorate Owned	83.3	82.0	1.3	82.4	81.1	1.3	84.1	83.3	0.8	1,226	359	29.3%
Camp Zama Owned	85.3	86.0	(0.7)	84.3	85.1	(0.8)	86.5	86.9	(0.4)	690	209	30.3%
Daegu Owned	72.8	74.5	(1.7)	65.2	66.9	(1.7)	77.8	81.6	(3.8)	28	11	39.3%
Humphreys Owned	81.9	77.4	4.5	81.4	77.1	4.3	81.9	79.0	2.9	383	107	27.9%
Yongsan Owned	78.3	73.1	5.2	78.7	71.9	6.8	78.6	74.7	3.9	125	32	25.6%

Leased FH	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.	Dist.	Rec.	% Rec.
Pacific Directorate Leased	66.1	70.3	(4.2)	65.8	72.3	(6.5)	68.3	71.4	(3.1)	355	93	26.2%
Daegu Leased	66.0	68.5	(2.5)	64.9	70.0	(5.1)	70.5	71.1	(0.6)	141	47	33.3%
Humphreys Leased	65.7	55.3	10.4	62.2	50.9	11.3	68.2	60.4	7.8	119	24	20.2%
Yongsan Leased	66.9	74.1	(7.2)	71.7	77.6	(5.9)	64.1	73.9	(9.8)	95	22	23.2%

Note: Green highlight indicates scores below 75.

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	98.5	96.0	100.0	19	1	5.3%	
Camp Zama,Zama General's Hill	92.6	90.2	94.7	13	3	23.1%	
Camp Zama,Zama 1000 Range	90.0	85.7	93.4	23	10	43.5%	
Camp Zama,Zama Highrise 743	89.4	88.2	90.7	45	15	33.3%	
Humphreys,GFOQ	88.5	89.3	88.4	17	11	64.7%	
Camp Zama,Sagamihara 1400 Series	87.2	87.0	87.6	189	54	28.6%	
Camp Zama,Zama 900 Area	86.5	84.3	88.0	74	30	40.5%	
Camp Zama,Sagamihara 13000 Series	85.5	85.5	85.8	107	45	42.1%	
Camp Zama,Zama Highrise 1050	84.3	82.8	87.0	61	13	21.3%	
Humphreys,Senior Leader	82.9	81.7	83.0	61	23	37.7%	
Camp Zama,Zama Chapel Hill-Bed Rock	81.7	76.2	85.7	49	7	14.3%	
Humphreys,Government Owned	80.5	80.2	80.5	305	73	23.9%	
Camp Zama,Sagamihara 11000 Series	80.3	80.2	81.1	25	6	24.0%	
Yongsan,Burke Towers-Watkins Ridge	80.0	81.1	80.2	64	18	28.1%	
Camp Zama,Sagamihara 12000 Series	(2) 79.7	77.4	82.4	40	9	22.5%	
Yongsan,South Post	76.1	75.6	76.7	61	14	23.0%	
Camp Zama,Sagamihara 100-500 Series	74.5	75.3	74.6	45	16	35.6%	
Daegu,Camp Walker	72.8	65.2	77.8	28	11	39.3%	
Yongsan,Blackhawk	(3) 68.9	74.6	65.9	43	9	20.9%	
Daegu,Camp George	66.0	64.9	70.5	141	47	33.3%	
Yongsan,Itaewon Acres	65.8	70.9	62.2	39	10	25.6%	
Humphreys,Leased	65.7	62.2	68.2	119	24	20.2%	
Yongsan,Eagle Grove	(1,2,3) 65.1	64.9	64.8	13	3	23.1%	

Awards: Eight neighborhoods achieved A List Awards.

C. Readiness Directorate Score Card

Response Rates: The response rate for Overall Readiness Directorate Army Owned of 41.8% is considered Outstanding.

Satisfaction Index Results for Owned:

- Overall Satisfaction Score is 87.3 (Outstanding), an increase of 4.4 points.
- Property Satisfaction Score is 87.4 (Outstanding), an increase of 3.3 points.
- Service Satisfaction Score is 87.1 (Outstanding), an increase of 5.6 points.

Readiness Directorate

# of Installations	3
# of Neighborhoods	4
Surveys Distributed	225
Surveys Received	94
Response Rate	41.8%

Note: The Readiness Directorate does not have any Leased Housing.

Owned FH	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.	Dist.	Rec.	% Rec.
Readiness Directorate	87.3	82.9	4.4	87.4	84.1	3.3	87.1	81.5	5.6	225	94	41.8%
Buchanan Owned	79.8	76.4	3.4	82.4	81.5	0.9	77.0	71.7	5.3	52	22	42.3%
Hunter Liggett Owned	88.5	77.9	10.6	85.8	78.5	7.3	90.5	77.2	13.3	61	29	47.5%
McCoy Owned	90.3	94.2	(3.9)	90.9	92.5	(1.6)	90.0	95.3	(5.3)	112	43	38.4%

Note: Green highlight indicates scores below 75. No Scores below 75 in the Sustainment Directorate

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
McCoy,Government Owned	90.3	90.9	90.0	112	43	38.4%	
Hunter Liggett,Rancho Milpitas	88.6	84.5	91.3	47	21	44.7%	
Hunter Liggett,Spanish Oaks	88.1	89.3	88.5	14	8	57.1%	
Buchanan,Coconut Grove-LasColinas	79.8	82.4	77.0	52	22	42.3%	

Awards: Three neighborhoods achieved A List Awards.

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

D. Sustainment Directorate Score Card

Response Rates: The response rate for Overall Sustainment Directorate Army Owned and Leased of 37.7% is considered Very Good.

Satisfaction Index Results for Owned:

- Overall Satisfaction Score is 81.4 (Very Good), a decrease of 1.9 points.
- Property Satisfaction Score is 82.3 (Very Good), a decrease of 1.0 points.
- Service Satisfaction Score is 80.7 (Very Good), a decrease of 3.2 points.

Note: The Sustainment Directorate has one Leased location with 5 Homes.

Watervliet Arsenal had Zero surveys returned.

Although the Overall Score is in the Range of Very Good for the Directorate, 3 out of the 10 Installations have a Service Score under 75.0.

Sustainment Directorate

# of Installations	10
# of Neighborhoods	13
Surveys Distributed	247
Surveys Received	93
Response Rate	37.7%

Owned FH	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.	Dist.	Rec.	% Rec.
Sustainment Directorate Owned	81.4	83.3	(1.9)	82.3	83.3	(1.0)	80.7	83.9	(3.2)	242	89	36.8%
AP Hill Owned	87.3	89.9	(2.6)	88.9	84.7	4.2	84.7	92.8	(8.1)	19	11	57.9%
Dugway PG Owned	71.9	74.1	(2.2)	71.8	75.1	(3.3)	73.1	74.4	(1.3)	87	22	25.3%
Hawthorne AD Owned	57.4	53.9	3.5	58.7	51.6	7.1	58.9	58.0	0.9	17	6	35.3%
McAlester AAP Owned	93.4	93.3	0.1	97.3	94.2	3.1	91.1	94.3	(3.2)	7	4	57.1%
Myer-HH Owned	83.0	90.2	(7.2)	85.3	89.4	(4.1)	81.2	91.3	(10.1)	68	29	42.6%
Radford AAP Owned	75.5	74.3	1.2	79.1	88.8	(9.7)	69.8	62.6	7.2	4	3	75.0%
Rock Island Arsenal Owned	97.6	98.0	(0.4)	95.6	98.2	(2.6)	98.9	98.7	0.2	9	3	33.3%
Tobyhanna AD Owned	95.3	91.1	4.2	93.0	90.0	3.0	96.8	92.8	4.0	24	11	45.8%

Note: Green highlight indicates scores below 75.

Leased FH	Overall Score			Property Score			Service Score			Response Rate		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.	Dist.	Rec.	% Rec.
Miami Leased	77.6	91.6	(14.0)	85.8	94.6	(8.8)	71.3	90.2	(18.9)	5	4	80.0%

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
Rock Island Arsenal, Government Owned	97.6	95.6	98.9	9	3	33.3%	
Tobyhanna AD, Government Owned	95.3	93.0	96.8	24	11	45.8%	
McAlester AAP, Government Owned	93.4	97.3	91.1	7	4	57.1%	
AP Hill, Government Owned	87.3	88.9	84.7	19	11	57.9%	
Myer-HH, Fort Myer	86.7	88.4	86.1	44	19	43.2%	
Dugway PG, Mountain View	77.0	75.2	81.3	15	7	46.7%	
Myer-HH, Fort McNair (1,2,3)	75.9	79.2	71.5	24	10	41.7%	
Radford AAP, Government Owned	75.5	79.1	69.8	4	3	75.0%	
Dugway PG, Armitage-Colonel's Hill-Reneau-St Johns	69.8	69.3	70.4	30	8	26.7%	
Dugway PG, East Wherry	69.1	71.4	67.7	42	7	16.7%	
Hawthorne AD, Government Owned	57.4	58.7	58.9	17	6	35.3%	
Watervliet Arsenal, Government Owned	--	--	--	7	0	0.0%	

Awards: Four neighborhoods achieved awards.



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 9,580 residents living in Army Family Housing with 1,983 responding for a response rate of 20.7%.
- ◆ **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

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.