



CEL & Associates, Inc.

Real Estate Strategies, Benchmarking & Performance Solutions



**THE ARMY'S
RESIDENTIAL
COMMUNITIES
INITIATIVE**

*Quality communities
for Army families.*

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

Prepared by: CEL & Associates, Inc.

Prepared: July 2019



Introduction

Army Headquarters engaged RER Solutions, Inc. (“RER”) in conjunction with CEL & Associates, Inc. (“CEL”) to conduct a Resident Satisfaction and Opinion Survey of residents living in privatized Family (FH) and Unaccompanied (UH) On-Base Housing for the fifth year. The survey was conducted at 43 Installations consisting of 390 Neighborhoods/Buildings between April and May 2019.

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

A. Initial Observations

Initial observations are being provided at the beginning of this summary with references to the pages that include detailed information. Please note that the Initial Observations are regarding Family Housing only. Unaccompanied Housing findings are reference on Page 17.

The results of the 2019 Army RCI Resident Survey indicate a decline in scores for most locations compared to prior surveys. The score declines appear to be due to a combination of growing dissatisfaction coupled with a downward trend in overall resident sentiment upon learning that other residents had similar or greater issues. Media reports and cited partner profits also may have attributed to the decline in resident sentiment. *For more information Reference page 16.*

1. Overall, Property and Service Scores for the 2019 Army RCI FH Survey have decreased. Overall (74.6) a decrease of 5.9 points, Property (72.5) a decrease of 6.4 points and Service (75.9) a decrease of 6.0 points. *Reference page 3.*
2. Out of the 43 Installations, 76.7% (33) rated in the Outstanding, Good to Average range (100.0 thru 75.0), 16.3% (7) rated Below Average (69.9 thru 65.0) and 7.0% (3) rated Poor/Very Poor (64.9 thru 55.0). A 5-point scale was added in the full table for comparison purposes. *Reference page 6.*
3. Although, a comparison for PPV Military Housing to 2019 is not yet available, the current trend for 2019 shows a significant decline in all Satisfaction Indexes and Business Success Factors for all surveyed PPV housing. *Reference page 5*
4. Residents were asked to rate their satisfaction with their home and privatized housing community. See below based on 23,431 surveys received. *Reference page 13.*
 - 67% (15,679) are satisfied with their home, 10% (2,327) are neither satisfied nor dissatisfied and 23% (5,374) are dissatisfied with their home.
 - 59% (13,896) are satisfied with the privatized housing community, 13% (3,071) are neither satisfied nor dissatisfied and 27% (6,324) are dissatisfied with the privatized housing community.
5. Many issues cited within the resident comments are in reference to the BAH. These include; value of home for BAH; paying full BAH to RCI Partner versus market value, and unfairness regarding promotions yet RCI Partner retains full BAH. Residents believe if Army managed the housing BAH would be allocated differently. This is an area where education is needed.



B. Overall Results - Family Housing

1. Overall Response Rates:

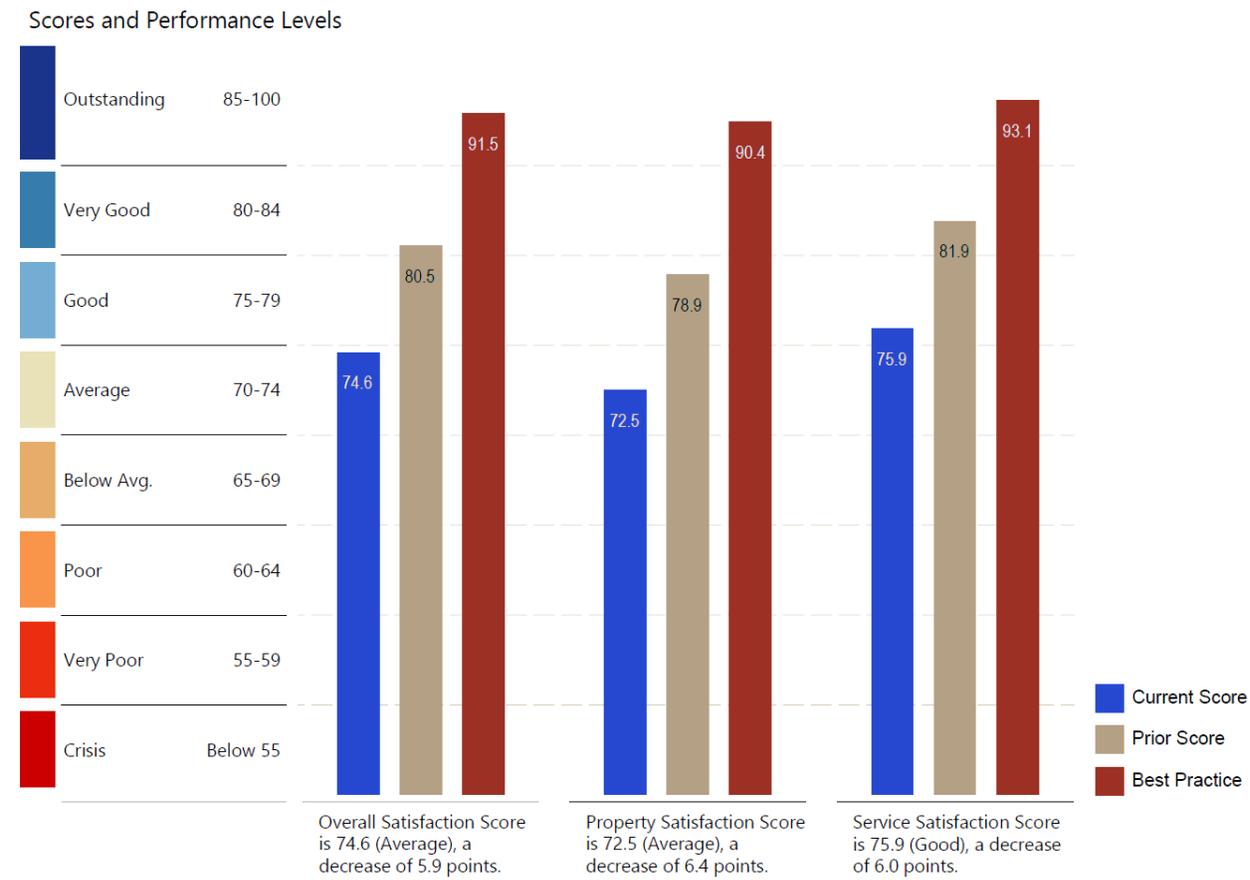
The response rate of 29.5% is in the Good range but is a decrease of 9.0% from 2018. The majority of locations (80%) achieved a response rate greater than 20%. Nine Installations have response rates under 20%.

2. Satisfaction Index Results:

Overall Army RCI FH Scores were in the rating range of “Average” for Overall 74.6, low end of “Good” 75.9 for Service and “Average” 72.5 for the Property Score. All Satisfaction scores decreased between 5.9 to 6.4 points.

# of Projects	43
# of Neighborhoods	381
Surveys Distributed	79,388
Surveys Received	23,431
Response Rate	29.5%

Satisfaction Index Comparison



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 Score by Satisfaction Indexes and Business Success Factors:

Army RCI Housing scores declined for all Satisfaction Indexes and Business Success Factors in 2019.

Metric	2019	2018	Var.
Overall Score	74.6	80.5	-5.9
Property Score	72.5	78.9	-6.4
Service Score	75.9	81.9	-6.0
1 – Readiness to Solve Problems	77.4	82.5	-5.1
2 – Responsiveness & Follow-Through	72.2	78.6	-6.4
3 – Property Appearance & Condition	72.7	79.2	-6.5
4 – Quality of Management Services	74.9	81.0	-6.1
5 – Quality of Leasing	82.3	85.9	-3.6
6 – Quality of Maintenance	78.0	84.5	-6.5
7 – Property Rating	72.4	78.3	-5.9
8 – Relationship Rating	75.5	81.2	-5.7
9 – Renewal Intention	67.9	74.4	-6.5
Survey Distribution			
Distributed	79,388	78,515	873
Received	23,431	30,241	-6,810
Percent Received	29.5%	38.5%	-9.0%

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

4. Status by Overall Project by Overall Satisfaction Index:

76.7% of Installations rated in the Outstanding, Good or Average ranges (100.0 thru 75.0). 58.1% of the Installations decreased by more than 5 points.

Project Status – Overall Satisfaction Index		
Status (43 Installations)	% of Project	# of Installations
1. Increased Scores	9.3%	4
2. Decreased Score less than 5 points	32.6%	14
3. Decreased more than 5 points	58.1%	25
4. Rated in the Outstanding, Good or Average ranges (100.0 thru 75.0)	76.7%	33
5. Rated in the Below Average range (69.9 thru 65.0)	16.3%	7
6. Rating Poor or Very Poor ranges (64.9 thru 55.0)	7.0%	3

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

5. Current and Prior Score with Comparison to All Military:

The scores for Overall Army RCI FH for 2019 were compared to 2018 and All Military PPVs within all branches of the military, excluding Army scores.

Army RCI Housing decreased in all areas for 2019. Decreases range from -3.6 (Leasing) to -6.5 for (Property Appearance & Condition, Quality of Maintenance and Renewal Intention).

Although, a comparison for PPV Military Housing to 2019 is not yet available, the current trend for 2019 is a significant decline in all Satisfaction Indexes and Business Success Factors for all surveyed PPV housing. Additional PPVs from other military branches are scheduled to be surveyed in the Fall of 2019 which may or may not impact the current trend by year end.

- ◆ Army RCI Housing decreased within all Satisfaction Indexes
- ◆ Decreases range from -3.6 (Leasing) to -6.5 for (Property Appearance & Condition, Quality of Maintenance and Renewal Intention).

Metric	Overall 2019	Overall 2018	Var.	All Military (No Army) 2018	(Army 2019 vs. All Military) Var.
Overall Score	74.6	80.5	-5.9	82.1	-7.5
Property Score	72.5	78.9	-6.4	81.1	-8.6
Service Score	75.9	81.9	-6.0	82.6	-6.7
1 - Readiness to Solve Problems	77.4	82.5	-5.1	83.0	-5.6
2 - Responsiveness & Follow-Through	72.2	78.6	-6.4	79.2	-7.0
3 - Property Appearance & Condition	72.7	79.2	-6.5	81.1	-8.4
4 - Quality of Management Services	74.9	81.0	-6.1	81.6	-6.7
5 - Quality of Leasing	82.3	85.9	-3.6	87.1	-4.8
6 - Quality of Maintenance	78.0	84.5	-6.5	85.4	-7.4
7 - Property Rating	72.4	78.3	-5.9	80.9	-8.5
8 - Relationship Rating	75.5	81.2	-5.7	82.1	-6.6
9 - Renewal Intention	67.9	74.4	-6.5	77.2	-9.3

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

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

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



6. Scores and Rating by Installation:

Out of the 43 Installations, 76.7% (33) rated in the Outstanding, Good to Average range (100.0 thru 75.0), 16.3% (7) rating Below Average (69.9 thru 65.0) and 7.0% (3) rating Poor/Very Poor (64.9 thru 55.0). A 5 point scale added for comparison purposes.

Line	Partner	Installation	CEL Rating Scale Overall Score	Overall	Property	Service	Dist.	% Rec.	Overall - 5 Point Scale
1	Lend Lease	Greely	Outstanding	89.0	88.0	90.1	77	57.1%	4.45
2	Michaels	Huachuca	Outstanding	87.5	84.5	89.3	1,032	27.8%	4.38
3	BBC	Picatinny Arsenal	Outstanding	85.4	82.6	87.4	68	72.1%	4.27
4	BBC	Carlisle Barracks	Very Good	83.5	84.4	83.1	262	27.9%	4.18
5	Lend Lease	Wainwright	Very Good	83.2	81.3	84.5	1,746	47.9%	4.16
6	BBC	White Sands	Very Good	82.9	82.8	82.4	304	45.7%	4.15
7	Michaels	YPG	Very Good	82.6	78.9	84.5	191	36.1%	4.13
8	Lend Lease	Drum FH	Very Good	80.0	76.0	82.3	3,428	41.2%	4.00
9	Lend Lease	Knox	Good	79.8	76.1	82.0	2,210	39.0%	3.99
10	Hunt	Redstone Arsenal	Good	79.1	80.1	77.6	352	58.8%	3.96
11	Corvias	APG	Good	78.5	75.9	80.5	720	29.7%	3.93
12	Lend Lease	Hawaii	Good	78.3	75.5	79.8	7,223	39.9%	3.92
13	Clark	Irwin FH	Good	77.7	75.4	80.0	2,335	41.1%	3.89
14	Lend Lease	Campbell	Good	77.4	73.7	79.7	4,015	38.8%	3.87
15	Hunt	Lee	Good	77.2	73.4	79.6	1,421	55.7%	3.86
16	Clark	Camp Parks	Good	76.5	77.7	76.2	96	34.4%	3.83
17	Lincoln	Sam Houston	Good	76.3	70.4	80.9	871	35.4%	3.82
18	Clark	Benning	Good	76.0	74.3	77.1	3,658	25.9%	3.80
19	BBC	Hamilton	Good	75.8	74.6	76.7	207	58.5%	3.79
20	Clark	Belvoir	Good	75.2	72.8	76.2	2,081	51.1%	3.76
21	Corvias	Riley	Average	74.9	72.7	76.1	3,518	14.0%	3.75
22	BBC	Stewart FH	Average	74.8	72.5	76.8	2,249	25.2%	3.74
23	BBC	Hunter	Average	74.5	71.3	76.9	640	26.1%	3.73
24	Lincoln	Lewis-McChord	Average	74.1	73.6	74.4	4,903	29.9%	3.71
25	BBC	Detrick	Average	73.0	75.6	71.4	330	20.9%	3.65
26	BBC	Gordon	Average	73.0	71.4	75.0	930	22.4%	3.65
27	Corvias	Rucker	Average	72.7	68.5	74.9	1,360	14.2%	3.64
28	Lend Lease	Hood	Average	72.6	69.5	74.3	5,057	33.6%	3.63
29	Clark	Monterey	Average	71.3	71.6	72.0	1,907	29.8%	3.57
30	BBC	Story	Average	71.2	68.2	73.2	235	48.5%	3.56
31	BBC	Bliss	Average	70.5	69.0	71.2	3,936	20.3%	3.53
32	BBC	Jackson	Average	70.1	72.7	68.2	769	18.9%	3.51
33	Corvias	Sill	Average	70.1	69.6	70.0	1,733	16.3%	3.51
34	Michaels	Leavenworth	Below Average	69.5	69.7	69.5	1,519	25.1%	3.48
35	BBC	Leonard Wood	Below Average	68.9	68.9	69.1	1,678	17.6%	3.45
36	Corvias	Polk	Below Average	68.4	63.5	71.9	3,129	14.0%	3.42
37	BBC	Eustis	Below Average	68.0	69.2	67.1	807	28.1%	3.40
38	Clark	Moffett	Below Average	67.7	70.4	66.7	175	48.0%	3.39
39	BBC	West Point	Below Average	65.8	68.8	63.9	755	31.4%	3.29
40	BBC	Walter Reed NMMC	Below Average	65.7	69.6	63.2	209	18.2%	3.29
41	BBC	Carson	Poor	64.0	63.6	64.5	3,187	24.7%	3.20
42	Corvias	Meade FH	Poor	62.4	62.0	62.1	2,405	17.7%	3.12
43	Corvias	Bragg FH	Very Poor	58.9	58.0	58.0	5,660	15.6%	2.95

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

7. Service Ratings by Installation for 2019, 2018, 2017, 2016 and 2015:

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

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

8. Installations by Rating Scale:

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

Outstanding	Very Good	Good	Average	Below Average	Poor
100.0 to 85.0	84.9 to 80.0	79.9 to 75.0	74.9 to 70.0	69.9 to 65.0	64.9 to 60.0
Greely	Carlisle	Knox	Riley	Leavenworth	Carson
Huachuca	Wainwright	Redstone	Stewart	Leonard Wood	Meade
Picatinny	White Sands	APG	Hunter	Polk	Very Poor
	YPG	Hawaii	Lewis-McChord	Eustis	59.9 to 55.00
	Drum	Irwin FH	Detrick	Moffett	Bragg
		Campbell	Gordon	West Point	
		Lee	Rucker	Walter Reed	
		Camp Parks	Hood		
		Sam Houston	Monterey		
		Benning	Story		
		Hamilton	Bliss		
		Belvoir	Jackson		
			Sill		

9. Current and Prior Scores by Installation:

Sorted Alpha by Installation: Any Satisfaction Index 80 or above in Gold Highlight.

A) 4 Installations increased (Greely, Hamilton, Monterey and Picatinny). See blue highlight.

B) 14 Installations decreased less than 5 points (Overall score). See yellow highlight.

Installation - Partner		Overall			Property			Service		
Partner	Installation	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.
Corvias	APG	78.5	81.0	(2.5)	75.9	80.0	(4.1)	80.5	82.0	(1.5)
Clark	Belvoir	75.2	80.0	(4.8)	72.8	79.8	(7.0)	76.2	79.5	(3.3)
Clark	Benning	76.0	80.4	(4.4)	74.3	78.4	(4.1)	77.1	82.5	(5.4)
BBC	Bliss	70.5	76.5	(6.0)	69.0	75.9	(6.9)	71.2	76.8	(5.6)
Corvias	Bragg FH	58.9	75.2	(16.3)	58.0	71.6	(13.6)	58.0	77.4	(19.4)
Clark	Camp Parks	76.5	81.6	(5.1)	77.7	83.2	(5.5)	76.2	80.3	(4.1)
Lend Lease	Campbell	77.4	84.2	(6.8)	73.7	81.4	(7.7)	79.7	86.4	(6.7)
BBC	Carlisle	83.5	87.2	(3.7)	84.4	88.0	(3.6)	83.1	87.9	(4.8)
BBC	Carson	64.0	69.5	(5.5)	63.6	70.2	(6.6)	64.5	69.5	(5.0)
BBC	Detrick	73.0	75.7	(2.7)	75.6	79.6	(4.0)	71.4	72.5	(1.1)
Lend Lease	Drum FH	80.0	84.6	(4.6)	76.0	81.8	(5.8)	82.3	86.7	(4.4)
BBC	Eustis	68.0	76.6	(8.6)	69.2	76.7	(7.5)	67.1	76.0	(8.9)
BBC	Gordon	73.0	79.4	(6.4)	71.4	79.0	(7.6)	75.0	80.0	(5.0)
Lend Lease	Greely	89.0	88.6	0.4	88.0	89.1	(1.1)	90.1	88.1	2.0
BBC	Hamilton	75.8	69.9	5.9	74.6	66.4	8.2	76.7	71.1	5.6
Lend Lease	Hawaii	78.3	81.8	(3.5)	75.5	79.2	(3.7)	79.8	83.3	(3.5)
Lend Lease	Hood	72.6	80.3	(7.7)	69.5	78.4	(8.9)	74.3	81.5	(7.2)
Michaels	Huachuca	87.5	89.1	(1.6)	84.5	87.7	(3.2)	89.3	90.0	(0.7)
BBC	Hunter	74.5	80.4	(5.9)	71.3	78.9	(7.6)	76.9	81.5	(4.6)
Clark	Irwin FH	77.7	79.4	(1.7)	75.4	77.3	(1.9)	80.0	81.8	(1.8)
BBC	Jackson	70.1	80.3	(10.2)	72.7	81.9	(9.2)	68.2	80.0	(11.8)
Lend Lease	Knox	79.8	85.3	(5.5)	76.1	82.2	(6.1)	82.0	87.9	(5.9)
Michaels	Leavenworth	69.5	80.4	(10.9)	69.7	80.0	(10.3)	69.5	81.2	(11.7)
Hunt	Lee	77.2	85.1	(7.9)	73.4	83.2	(9.8)	79.6	86.9	(7.3)
BBC	Leonard Wood	68.9	81.2	(12.3)	68.9	79.1	(10.2)	69.1	83.3	(14.2)
Lincoln	Lewis-McChord	74.1	82.6	(8.5)	73.6	81.2	(7.6)	74.4	84.2	(9.8)
Corvias	Meade FH	62.4	75.1	(12.7)	62.0	74.5	(12.5)	62.1	74.7	(12.6)
Clark	Moffett	67.7	74.7	(7.0)	70.4	75.2	(4.8)	66.7	75.6	(8.9)
Clark	Monterey	71.3	69.0	2.3	71.6	72.0	(0.4)	72.0	68.8	3.2
BBC	Picatinny	85.4	83.1	2.3	82.6	82.3	0.3	87.4	84.2	3.2
Corvias	Polk	68.4	74.3	(5.9)	63.5	69.8	(6.3)	71.9	77.5	(5.6)
Hunt	Redstone	79.1	90.1	(11.0)	80.1	89.1	(9.0)	77.6	90.8	(13.2)
Corvias	Riley	74.9	85.6	(10.7)	72.7	83.5	(10.8)	76.1	86.9	(10.8)
Corvias	Rucker	72.7	82.9	(10.2)	68.5	81.4	(12.9)	74.9	83.6	(8.7)
Lincoln	Sam Houston	76.3	78.6	(2.3)	70.4	76.3	(5.9)	80.9	81.1	(0.2)
Corvias	Sill	70.1	81.0	(10.9)	69.6	79.1	(9.5)	70.0	82.1	(12.1)
BBC	Stewart FH	74.8	76.6	(1.8)	72.5	75.1	(2.6)	76.8	78.5	(1.7)
BBC	Story	71.2	85.0	(13.8)	68.2	80.2	(12.0)	73.2	88.6	(15.4)
Lend Lease	Wainwright	83.2	85.3	(2.1)	81.3	84.5	(3.2)	84.5	85.8	(1.3)
BBC	Walter Reed	65.7	76.1	(10.4)	69.6	79.7	(10.1)	63.2	74.4	(11.2)
BBC	West Point	65.8	75.8	(10.0)	68.8	75.8	(7.0)	63.9	75.8	(11.9)
BBC	White Sands	82.9	85.5	(2.6)	82.8	85.0	(2.2)	82.4	85.5	(3.1)
Michaels	YPG	82.6	83.2	(0.6)	78.9	81.4	(2.5)	84.5	84.3	0.2



10. Response Rates by Installation:

Of the 43 Installation surveyed, response rates ranged from a high of 72.1% (Picatinny) to a low of 14.0% for Riley and Polk.

Note: A response rate of 14.0% is still considered valid based on number of surveys distributed.

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

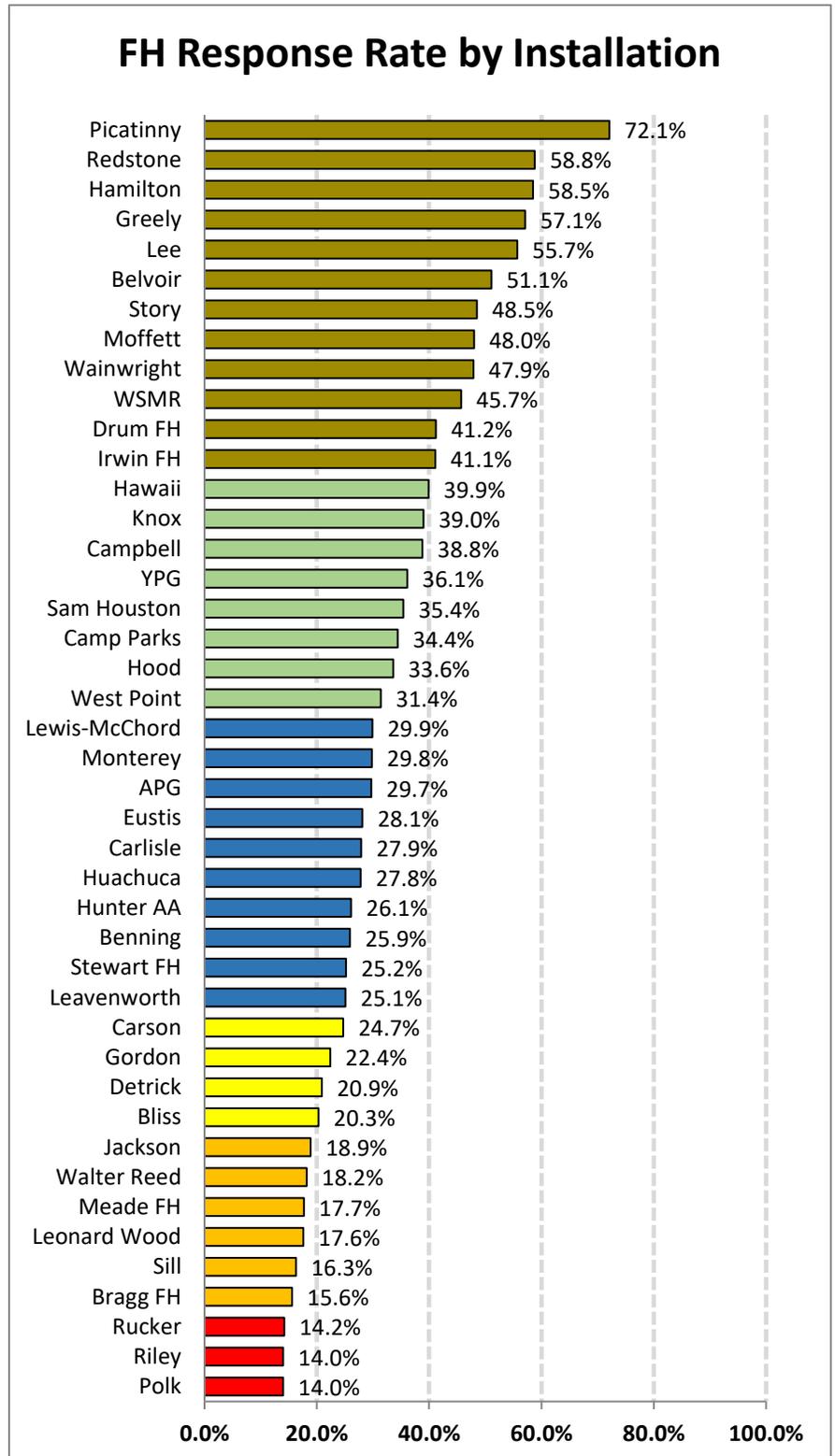
34 Installations met or exceeded the 20% goal.

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

1. Jackson (18.9%)
2. Walter Reed (18.2%)
3. Meade (17.7)
4. Leonard Wood (17.6%)
5. Sill (16.3%)
6. Bragg (15.6%)
7. Rucker (14.2%)
8. Riley (14.0%)
9. Polk (14.0%)

Out of the nine locations that did not meet the goal, six are Corvias.

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





11. Overall Score by Installation:

The FH Overall Score by Installation ranged from a high of 89.0 (Greely) to a low of 58.9 (Bragg FH).

Note - the Overall FH Army Score of 80.0 was utilized as the “Goal” score for this score array.

3 Installations (7%), Greely, Huachuca and Picatinny, earned **Outstanding scores (85.0 or above)**. This is a decrease from 10 Installations in 2018.

5 Installations (12%) achieved scores in the **Very Good (84.9 to 80.0) range**. This represents a decrease of 27.9% of scores in the Very Good range from 2018.

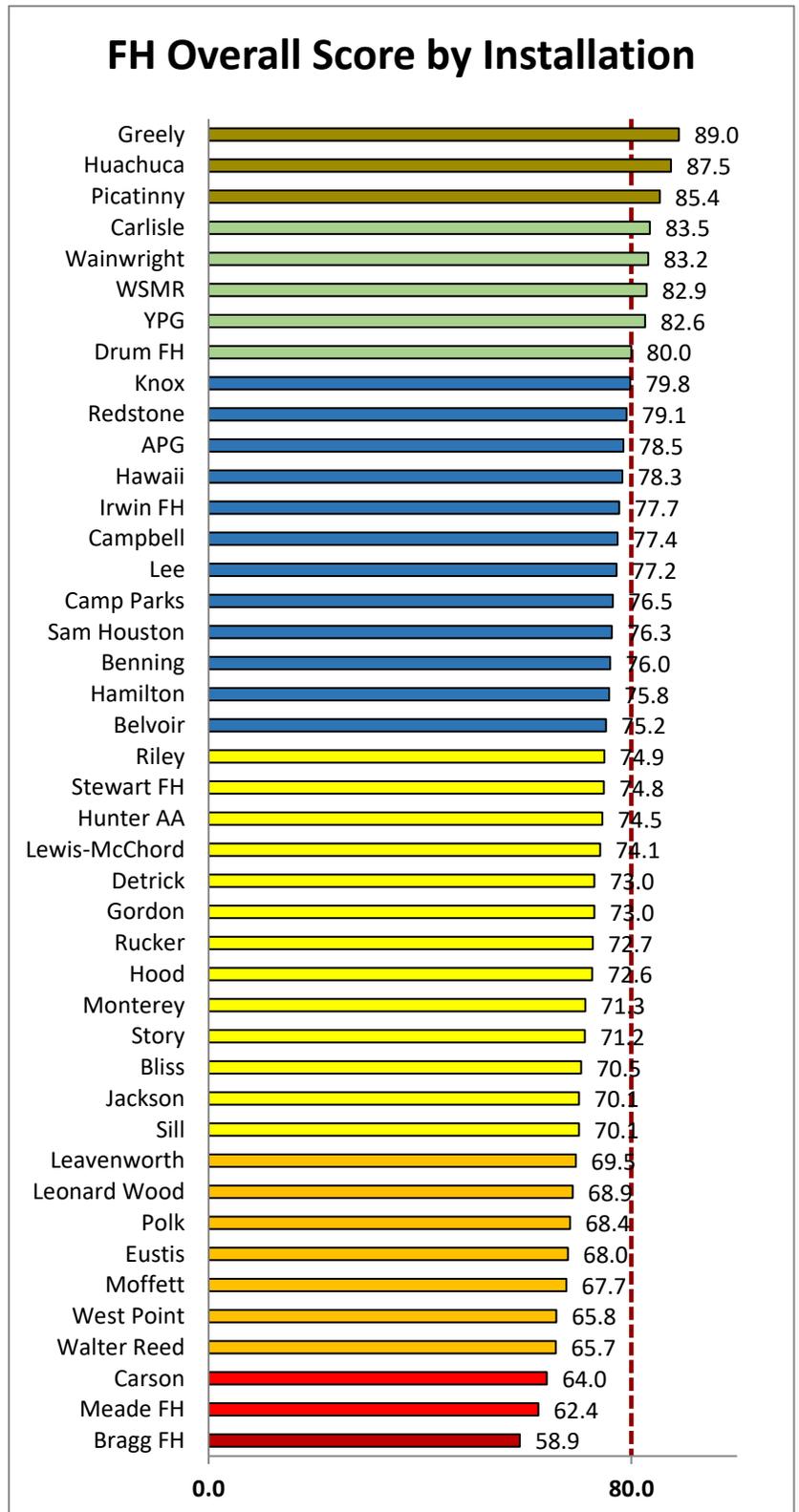
12 Installations (28%), Knox, Redstone, APG, Hawaii, Irwin FH, Campbell, Lee, Camp Parks, Sam Houston, Benning, Hamilton and Belvoir, achieved scores in the **Good (79.9 to 75.0) range**.

13 Installations (30%) achieved scores in the **Average (74.9 to 70.0) range** in 2019.

7 Installations (16%), Leavenworth, Leonard Wood, Polk, Eustis, Moffett, West Point and Walter Reed, received scores in the **Below Average (69.9 to 65.0) range**.

2 Installations (5%), Carson and Meade FH, received scores in the **Poor (64.9 to 60.0) range**.

Bragg FH (2%) received an Overall score of 58.9. This falls within the **Very Poor (59.9 to 55.0) range**.





12. Property Score by Installation:

The FH Property Score by Installation ranged from a high of 88.0 (Greely) to a low of 58.0 (Bragg FH). Note - the Overall FH Army Property Score of 80.0 was utilized as the “Goal” score for this score array.

With 88.0, Greely (2%) scored in the **Outstanding (85.0 or above) range** for Property Scores

6 Installations (14%), Huachuca, Carlisle, WSMR, Picatinny Arsenal, Wainwright, and Redstone Arsenal, earned scores in the **Very Good (84.9 to 80.0) range**.

8 Installations (19%), YPG, Camp Parks, Knox, Drum FH, APG, Detrick, Hawaii and Irwin FH, achieved scores in the **Good (79.9 to 75.0) range**.

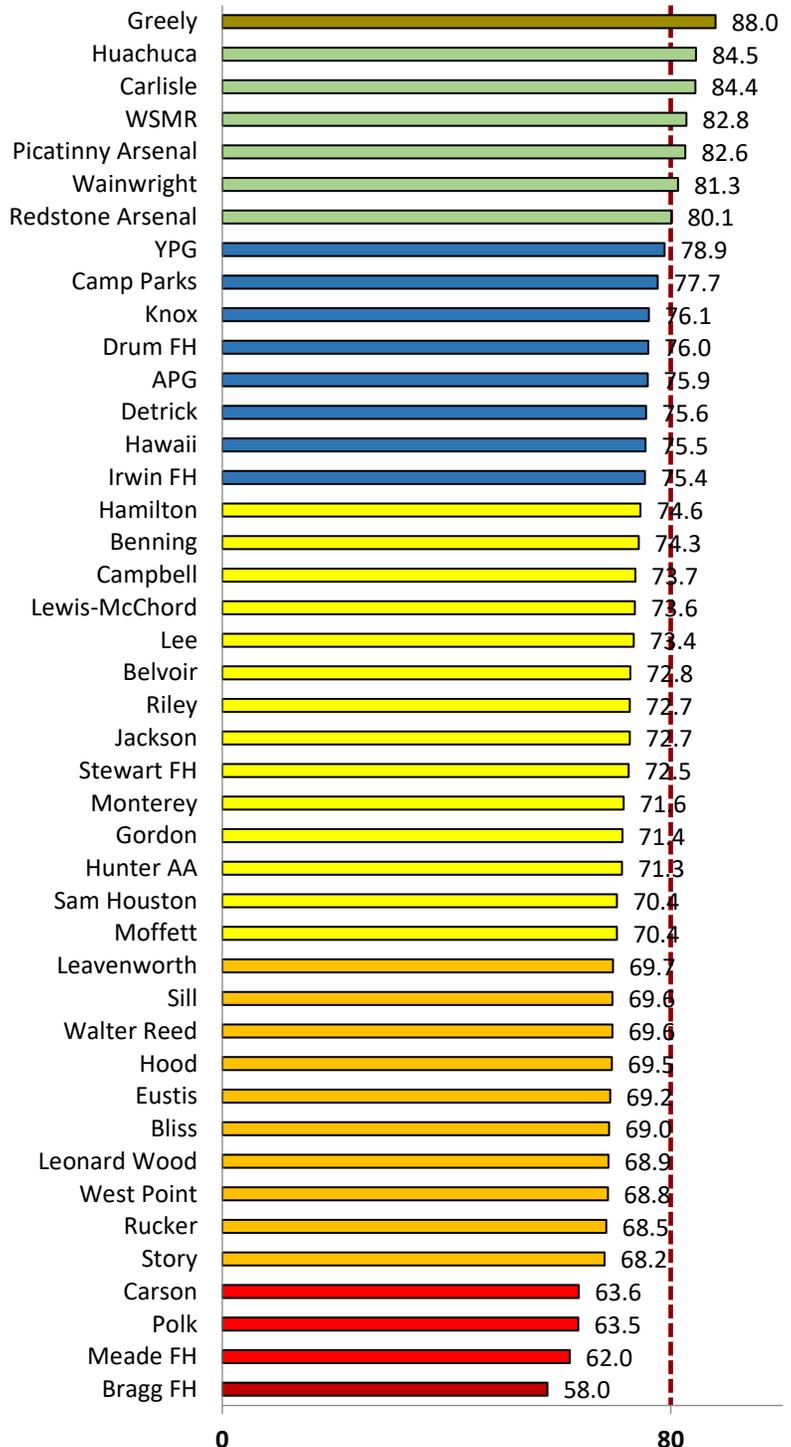
14 Installations (33%), Hamilton, Benning, Campbell, Lewis-McChord, Lee, Belvoir, Riley, Jackson, Stewart FH, Monterey, Gordon, Hunter AA, Sam Houston and Moffett, achieved scores in the **Average (74.9 to 70.0) range**.

10 Installations (23%), Leavenworth, Sill, Walter Reed, Hood, Eustis, Bliss, Leonard Wood, West Point, Rucker and Story, received scores in the **Below Average (69.9 to 65.0) range**.

3 Installations (7%), Carson, Polk and Meade, fell in the **Poor (64.9 to 60.0) range**.

Bragg FH (2%) received a property score of 58 - **Very Poor (59.9 to 55.0)**.

FH Property Score by Installation





13. Service Score by Installation:

The FH Service Score by Installation ranged from a high of 90.1 (Greely) to a low of 58.0 (Bragg FH). Note - the Score of 80.0 was utilized as the “Goal” score for this score array.

3 Installations (7%), Greely, Huachuca and Picatinny, achieved scores in the **Outstanding (85.0 or above) range.**

9 Installations (21%) achieved scores in the **Very Good (84.9 to 80.0) range.**

12 Installations (28%) achieved scores in the **Good (79.9 to 75.0) range.**

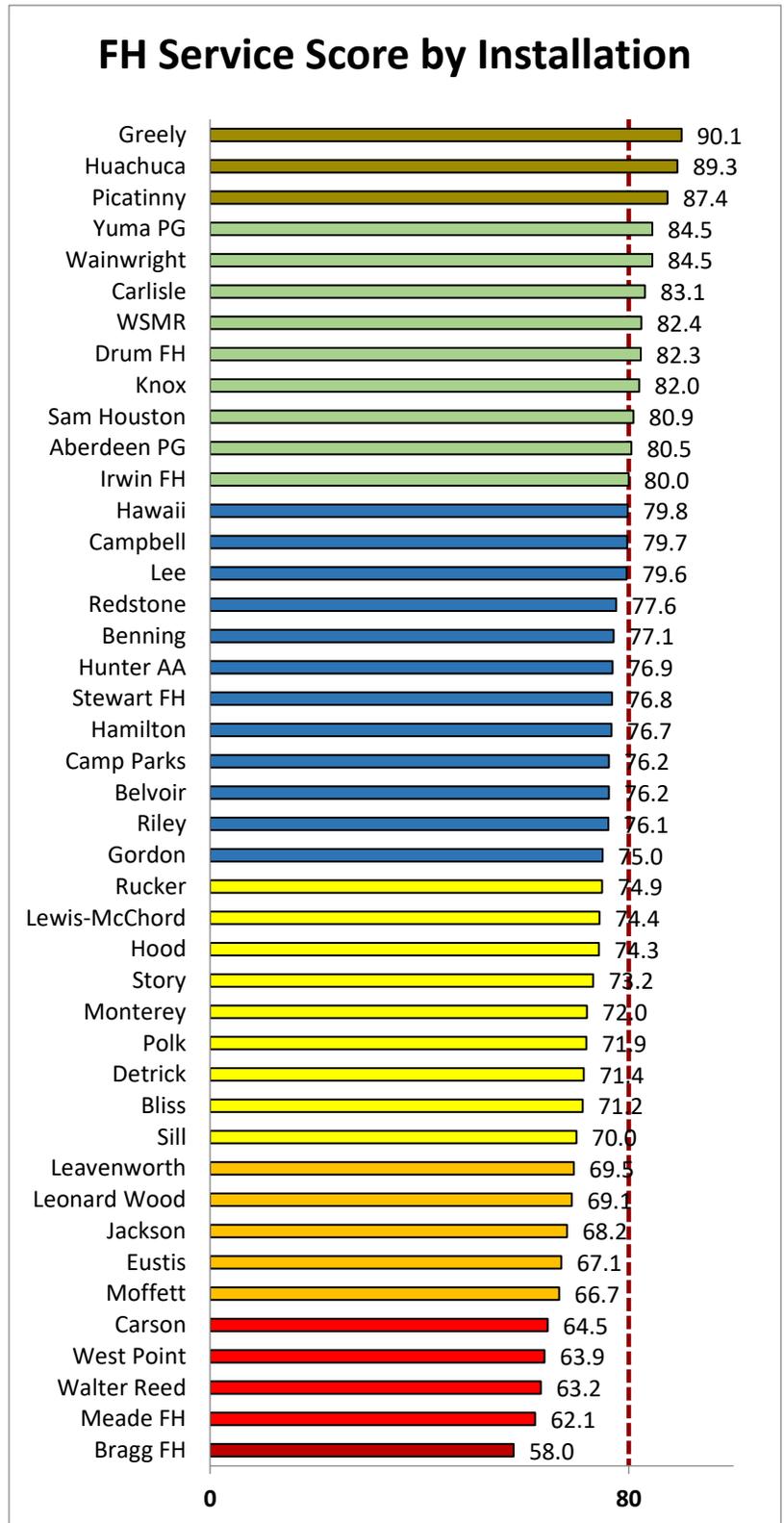
9 Installations (21%), Rucker, Lewis-McChord, Hood, Story, Monterey, Polk, Detrick, Bliss and Sill, received scores in the **Average (74.9 to 70.0) range.**

5 Installations (12%), Leavenworth, Leonard Wood, Jackson, Eustis and Moffett received scores in the **Below Average (69.9 to 65.0) range.**

4 Installations (9%), Carson, West Point, Walter Reed and Meade FH fell in the **Poor (64.9 to 60.0) range.**

Bragg FH (2%) received a property score of 58 - **Very Poor (59.9 to 55.0).**

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
64.9 to 60.0	Poor
59.9 to 55.0	Very Poor





14. Additional Non-Coded Questions added for 2019:

Residents were asked to rate their satisfaction with their home and privatized housing community. See below based on 23,431 surveys received.

- 67% (15,679) are satisfied with their home, 10% (2,327) are neither satisfied nor dissatisfied and 23% (5,374) are dissatisfied with their home.
- 59% (13,896) are satisfied with the privatized housing community, 13% (3,071) are neither satisfied nor dissatisfied and 27% (6,324) are dissatisfied with the privatized housing community.

Count and Percent Response by Question

Considering All Factors:	5	4	3	2	1	0	CEL Score	5 Point Score
a. How satisfied are you with your home?	7,419	8,260	2,327	3,275	2,099	51	73.4	3.7
b. How satisfied are you with this privatized housing community?	6,908	6,988	3,071	3,267	3,057	140	69.8	3.5

Considering All Factors:	5	4	3	2	1	0	CEL Score	5 Point Score
a. How satisfied are you with your home?	32.0%	35.0%	10.0%	14.0%	9.0%	0.0%	73.4	3.7
b. How satisfied are you with this privatized housing community?	29.0%	30.0%	13.0%	14.0%	13.0%	1.0%	69.8	3.5

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

Considering All Factors:	Satisfied 5/4s	Neutral	Dissatisfied 2/1s	No Opinion	CEL Score	5 Point Score
a. How satisfied are you with your home?	15,679	2,327	5,374	51	73.4	3.7
b. How satisfied are you with this privatized housing community?	13,896	3,071	6,324	140	69.8	3.5

Considering All Factors:	Satisfied 5/4s	Neutral 3s	Dissatisfied 2/1s	No Opinion	CEL Score	5 Point Score
a. How satisfied are you with your home?	67.0%	10.0%	23.0%	0.0%	73.4	3.7
b. How satisfied are you with this privatized housing community?	59.0%	13.0%	27.0%	1.0%	69.8	3.5



15. Select Questions by Installation: Sorted by Partner.

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

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

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

2j. Overall level of quality and services received?

5a. Overall condition of your home?

Color Coding:

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

Results:

For many locations, residents are satisfied overall with their home but not the condition of their home. The difference could be location, neighbors or other areas of personal preference.

Installation	Partner	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
Bliss	BBC	26.6%	31.8%	25.8%	31.4%
Carlisle	BBC	16.4%	16.4%	11.0%	16.4%
Carson	BBC	38.7%	44.5%	36.0%	40.0%
Detrick	BBC	30.4%	30.4%	29.0%	30.4%
Eustis	BBC	39.2%	45.1%	35.3%	39.6%
Gordon	BBC	33.2%	34.3%	22.5%	38.9%
Hamilton	BBC	22.3%	32.2%	24.2%	29.8%
Hunter	BBC	25.7%	26.3%	18.2%	27.5%
Jackson	BBC	24.8%	31.7%	32.6%	26.9%
Leonard Wood	BBC	34.5%	40.5%	31.3%	40.2%
Picatinny	BBC	12.2%	12.2%	10.2%	18.4%
Stewart	BBC	23.5%	26.7%	19.7%	26.4%
Story	BBC	30.1%	35.1%	29.8%	32.5%
Walter Reed	BBC	28.9%	41.7%	44.7%	36.8%
West Point	BBC	33.1%	53.0%	43.2%	40.1%
White Sands	BBC	9.4%	9.4%	9.5%	10.8%
Belvoir	Clark	20.0%	25.5%	16.7%	23.0%
Benning	Clark	21.2%	24.0%	18.2%	25.9%
Camp Parks	Clark	15.2%	36.4%	27.3%	18.2%
Irwin	Clark	20.5%	24.2%	12.2%	25.0%
Moffett	Clark	23.8%	31.3%	30.1%	25.0%
Monterey	Clark	20.4%	29.4%	26.1%	24.4%
APG	Corvias	16.0%	17.9%	13.3%	27.1%
Bragg	Corvias	42.9%	50.3%	47.9%	45.5%
Meade	Corvias	43.5%	50.6%	42.7%	47.0%
Polk	Corvias	36.8%	45.4%	27.6%	40.0%
Riley	Corvias	16.5%	26.8%	18.8%	19.1%
Rucker	Corvias	26.0%	30.7%	23.0%	26.0%
Sill	Corvias	31.9%	36.4%	31.1%	34.0%
Lee	Hunt	21.6%	25.0%	15.2%	24.2%
Redstone	Hunt	21.4%	17.4%	24.6%	23.2%
Campbell	Lendlease	18.5%	21.7%	14.8%	21.7%
Drum	Lendlease	19.2%	18.7%	12.0%	24.1%
Greely	Lendlease	2.3%	7.0%	2.3%	2.3%
Hawaii	Lendlease	12.1%	18.3%	12.0%	12.8%
Hood	Lendlease	28.4%	28.2%	20.3%	34.2%
Knox	Lendlease	16.8%	19.7%	11.1%	18.2%
Wainwright	Lendlease	13.1%	13.1%	8.2%	13.8%
Lewis-McChord	Lincoln	25.3%	30.3%	19.5%	25.2%
Sam Houston	Lincoln	25.1%	25.5%	13.7%	31.5%
Huachuca	Michaels	7.7%	7.3%	6.6%	8.0%
Leavenworth	Michaels	32.3%	38.2%	29.4%	34.9%
YPG	Michaels	10.1%	10.1%	14.5%	15.9%



16. Highest and Lowest Scoring Questions:

CEL reviewed the Top and Bottom scoring questions for 2019.

Top and Bottom Five Scoring Questions: The top five scoring questions range from 88.1 to 82.5 and include areas such as Courtesy, Respect, and Professionalism of Staff, Ease of Leasing Process, and Overall Leasing Process.

Top 5 Scoring Questions		
Question	Score	BSF
3c. Courtesy of maintenance personnel	88.1	6
6b. Professionalism in which you are treated (Leasing)	85.4	5
2c. Courtesy and Respect with which you are treated. (Management)	84.6	8
6a. Ease of the Leasing Process	83.0	5
6d. Overall level and quality of the leasing office	82.5	5

The bottom five range from 68.5 to 61.5 and include areas of Visitor Parking, Pest Control, Landscaping, Community Conditions and Quality of Management.

Bottom 5 Scoring Questions		
Question	Score	BSF
1c. Landscaping (Community)	68.5	3
4f. Visitor parking	68.5	7
1e. Condition of roads, parking areas, sidewalks and common areas	68.4	3
5e. Pest Control	67.5	7
5b. Landscaping (immediate area around your home)	65.8	7
7e. Compared to other communities I have lived in this is the best managed	61.5	9

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

17. Score Decline:

To better understand the decline in scores across most Installations within all regions, CEL conducted an analysis of residents that completed surveys for the years 2017 to 2019 while living in the same home. For most projects the scores started to decline between 2017 to 2018 with the exception of Moffett, Belvoir, Eustis, White Sands and Hunter. The increases for these locations were minimal other than Eustis (6.0).

Comments from the residents for the 13 locations where scores had declined indicated dissatisfaction with areas such as maintenance, condition of the home, service provided and how BAH is allocated. These same types of comments were made in all three years, but there is a greater level of dissatisfaction in 2019.

The score declines appear to be a combination of growing dissatisfaction at some locations coupled with a greater sense of dissatisfaction upon learning that other residents had similar or greater issues. Residents noted the media reports and cited partner profits which could also have contributed to the downward trend in resident sentiment.

Installation	2017 Service	2018 Service	2017 to 2018 Variance	2019 Service	2018 to 2019 Variance	# Same Residents	# of Total Rec.	% Same Residents
Walter Reed	70.9	68.7	-2.2	44.6	-24.1	6	38	16%
Story	85.3	84.4	-0.9	71.9	-12.5	24	114	21%
Bragg	77.9	75.5	-2.4	63.7	-11.8	101	884	11%
Redstone	95.0	91.7	-3.3	81.1	-10.6	44	207	21%
Jackson	87.6	85.8	-1.8	77.5	-8.3	22	145	15%
<i>Moffett</i>	73.4	75.2	1.8	68.4	-6.8	18	84	21%
Lee	90.4	86.5	-3.9	80.3	-6.2	92	791	12%
Meade	76.9	68.9	-8.0	63.4	-5.5	90	425	21%
Gordon	81.9	81.5	-0.4	76.8	-4.7	27	208	13%
<i>Belvoir</i>	79.2	80.1	0.9	75.6	-4.5	169	1064	16%
Knox	89.0	88.5	-0.5	84.1	-4.4	158	862	18%
<i>Eustis</i>	57.4	63.4	6.0	60.1	-3.3	29	227	13%
Sill	86.9	80.4	-6.5	77.4	-3.0	34	283	12%
<i>White Sands</i>	84.5	86.5	2.0	84.0	-2.5	28	139	20%
Sam Houston	78.5	77.3	-1.2	74.9	-2.4	34	308	11%
Wainwright	88.6	85.0	-3.6	83.3	-1.7	103	837	12%
<i>Hunter</i>	80.9	83.4	2.5	82.5	-0.9	18	167	11%
Installations with Decrease in 2018 and Increase in 2019								
Hamilton	85.1	77.8	-7.3	80.1	2.3	17	121	14%
Camp Parks	81.4	77.2	-4.2	80.9	3.7	4	33	12%
YPG	85.5	75.6	-9.9	79.3	3.7	8	69	12%
Picatinny	82.5	75.0	-7.5	83.7	8.7	8	49	16%

C. Overall Results - Unaccompanied Housing

Unaccompanied Housing consists of five complexes within five separate Installations. Of the five complexes, The Timbers (Drum) earned a Platinum Award for Excellence in Customer Service for a fourth year.

Portfolio	Overall Score			Property Score			Service Score			Response Rate		
	Current	Prior	Change	Current	Prior	Change	Current	Prior	Change	Current	Prior	Change
Army UH	86.7	90.4	(3.7)	86.5	90.0	(3.5)	86.4	90.2	(3.8)	19.8%	27.9%	(8.1%)

Observations:

- 2 out of 5 complexes achieved awards: Fort Stewart and Fort Drum. Bragg UH achieved a Service Score of 85.7 but did not meet the minimum response rate criteria of 20% to be award eligible.
- Overall Service Score is 86.7, a decrease of 3.7 points. Service rating is still in the low range of Outstanding.
- The UH maintains high scores, however all UH scores decreased in 2019.

#	Installation	Partner	Overall	Property	Service	# of Awards	# of Bldgs.	Dist.	Rec.	Response Rate
1	Stewart	BBC	89.1	88.2	89.9	1	1	301	80	26.6%
2	Irwin	Clark	80.4	79.6	81.9	0	1	120	37	30.8%
3	Bragg	Corvias	86.3	85.4	85.7	0	1	512	77	15.0%
4	Meade	Corvias	79.7	82.6	76.2	0	1	646	81	12.5%
5	Drum	Lendlease	94.8	93.2	95.8	1	1	204	78	38.2%

Select Satisfaction Questions by Installation:

Areas rated over 20% dissatisfied are indicated in red font and red highlight. Note; Fort Drum has less than 2.6% for any questions and 0% for Services Overall.

Installation	Partner	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
Bragg	Corvias	6.6%	2.6%	7.8%	3.9%
Drum	Winn	1.3%	2.6%	0.0%	1.3%
Irwin	Clark	30.6%	24.3%	18.9%	16.2%
Meade	Corvias	12.5%	20.0%	19.2%	7.7%
Stewart	BBC	8.8%	7.6%	2.5%	2.5%

Note Q8a and Q8b are non-coded questions.



D. Awards – Family Housing

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

- ◆ 39 Neighborhood Awards
- ◆ 3 Crystal Awards

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

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

37 Family Housing Neighborhoods achieved A List Awards for Excellence in Service and 2 achieved Platinum Awards.

For 2019, 3 Installations achieved a Crystal Installation Award and are listed below. To qualify, an Installation must have a consolidated Service Satisfaction score of at least 85.0 and a consolidated Response Rate of at least 20.0%.

Installation	Service	Rec'd	Partner
Greely	90.1	57.1%	Lendlease/Winn
Huachuca	89.3	27.8%	Michaels
Picatinny Arsenal	87.4	72.1%	BBC

Note: Sorted in alpha order

Honorable mentions include: Yuma Proving Ground (84.5) and Wainwright (84.5)



E. Results by Partner – Family Housing

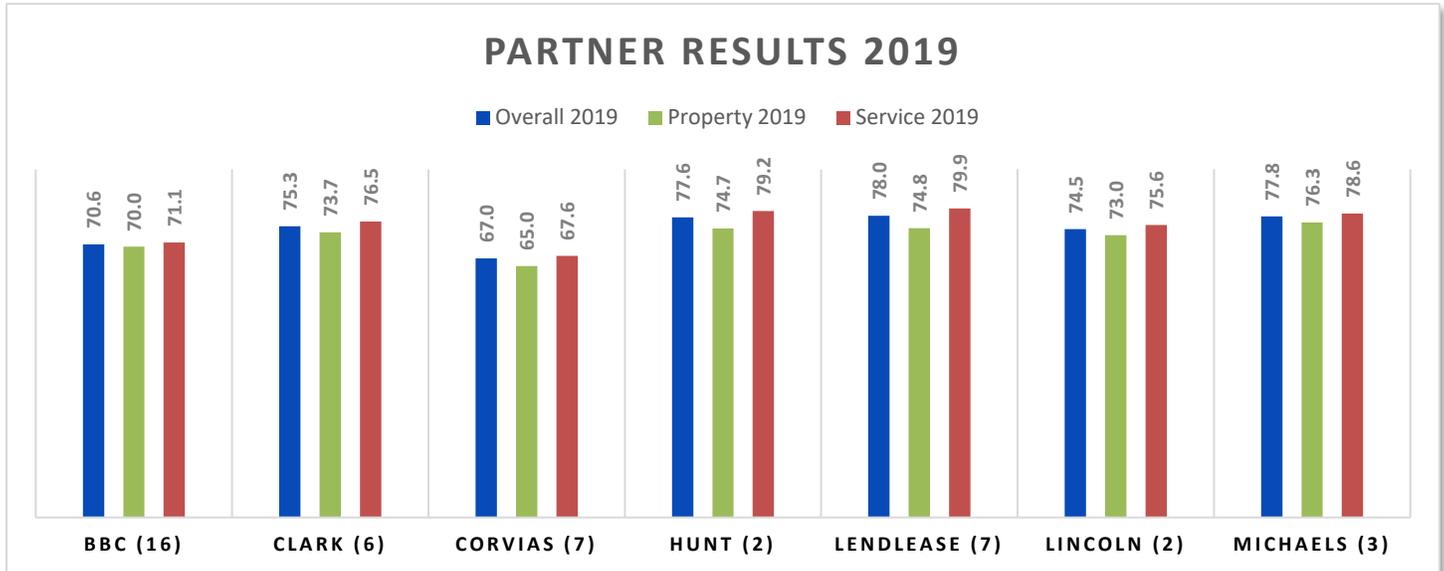
1. Results by Partner:

The scores for each Partner were compared against the results for “Overall Army RCI Family Housing.” Lendlease had the highest Service Score at 79.9, followed by Hunt at 79.2. Lendlease had the largest portfolio by Resident Count with 23,756 surveys distributed; BBC had the largest Portfolio by number of Installations (16) and Neighborhoods Surveyed (125). Hunt had the highest response rates at 56.3%.

Results by Partner - FH								
Metric	Overall Army	BBC	Clark	Corvias	Hunt	Lend-lease	Lincoln	Michaels
Neighborhoods Surveyed	381	125	64	31	8	88	30	35
Surveys Distributed	79,388	16,566	10,252	18,525	1,773	23,756	5,774	2,742
Surveys Received	23,431	4,035	3,656	2,931	998	9,299	1,774	738
Response Rate	29.5%	24.4%	35.7%	15.8%	56.3%	39.1%	30.7%	26.9%
Overall Score	74.6	70.6	75.3	67.0	77.6	78.0	74.5	77.8
Property Score	72.5	70.0	73.7	65.0	74.7	74.8	73.0	76.3
Service Score	75.9	71.1	76.5	67.6	79.2	79.9	75.6	78.6
1 - Readiness to Solve Problems	77.4	72.0	78.7	69.9	83.0	80.9	76.5	80.6
2 - Responsiveness & Follow-Through	72.2	66.4	72.9	62.3	77.2	76.8	72.7	75.2
3 - Property Appearance & Condition	72.7	69.9	74.3	62.8	75.1	75.5	74.5	75.8
4 - Quality of Management Services	74.9	69.6	76.0	65.7	78.3	79.2	74.1	77.4
5 - Quality of Leasing	82.3	78.1	81.0	78.2	87.2	85.5	81.3	83.4
6 - Quality of Maintenance	78.0	74.7	77.4	70.7	78.0	81.8	77.6	80.3
7 - Property Rating	72.4	70.0	73.4	66.2	74.6	74.4	72.2	76.6
8 - Relationship Rating	75.5	70.5	76.7	67.1	79.5	79.3	75.2	78.2
9 - Renewal Intention	67.9	61.7	68.7	58.3	69.8	72.9	67.0	72.7
# Props - Svc < 79	261	103	45	30	4	42	19	18
% Props - Svc < 79	68.5%	82.4%	70.3%	96.8%	50.0%	47.7%	63.3%	51.4%
Properties Winning A List	115	19	9	6	7	45	13	16
Properties Winning Platinum	7	1	2	0	0	1	0	3
% Props Winning Award	32.0%	16.0%	17.2%	19.4%	87.5%	52.3%	43.3%	54.3%

2. Satisfaction Indexes by Partner:

The following details the Satisfaction Indexes by Partner.



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

All Satisfaction Indexes declined for each Partner. Clark and Lendlease Overall Scores declined by less than 5 points. Corvias as a whole had the highest rate of decline at -11.3 points for the Overall score.

Partner	Overall			Property			Service		
	2019	2018	Var.	2019	2018	Var.	2019	2018	Var.
BBC	70.6	76.7	-6.1	70.0	76.3	-6.3	71.1	77.3	-6.2
Clark	75.3	78.0	-2.7	73.7	77.5	-3.8	76.5	78.8	-2.3
Corvias	67.0	78.3	-11.3	65.0	75.8	-10.8	67.6	79.8	-12.2
Hunt	77.6	85.9	-8.3	74.7	84.2	-9.5	79.2	87.5	-8.3
Lendlease	78.0	82.9	-4.9	74.8	80.6	-5.8	79.9	84.6	-4.7
Lincoln	74.5	81.9	-7.4	73.0	80.4	-7.4	75.6	83.7	-8.1
Michaels	77.8	83.2	-5.4	76.3	82.4	-6.1	78.6	84.0	-5.4



4. Score Cards by Partner:

A Score Card for each Partner has been created to provide a quick overview of the results, as well as allow for ease in sharing information. *Reference pages 22 thru 29.*

Each Score Card includes the following information:

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

Balfour Beatty (BBC)

BBC has sixteen Installations that include 125 Neighborhoods. The Overall, Service and Property Scores all decreased by over 6 points in 2019.

Metric	2019	2018	Var.	Overall Army RCI Housing	Var.	All Military (Other than Army)	Var.
Overall Score	70.6	76.7	(6.1)	74.6	(4.0)	82.1	(11.5)
Property Score	70.0	76.3	(6.3)	72.5	(2.5)	81.1	(11.1)
Service Score	71.1	77.3	(6.2)	75.9	(4.8)	82.6	(11.5)

Observations:

- Picatinny achieved a Crystal Award in 2019 with a Service Score of 87.4.
- Focus should be given to almost all Installations as all Service scores (with the exception of Picatinny and Hamilton) decreased from 2018.
- Special attention should be given to those Installations with score decreases of over 10 points (Story, Leonard Wood, Jackson, West Point and Walter Reed).
- BBC has one UH Installation (STEWART, MARNE POINT). The Service Score is 89.9 in the range of "Outstanding."

Survey Period (2019):	Apr-May
Surveys Distributed:	16,566
Surveys Received:	4,035
Response Rate:	24.4%
Properties Surveyed:	125

Prior Score Comparison – Sorted Highest to Lowest by Service Score

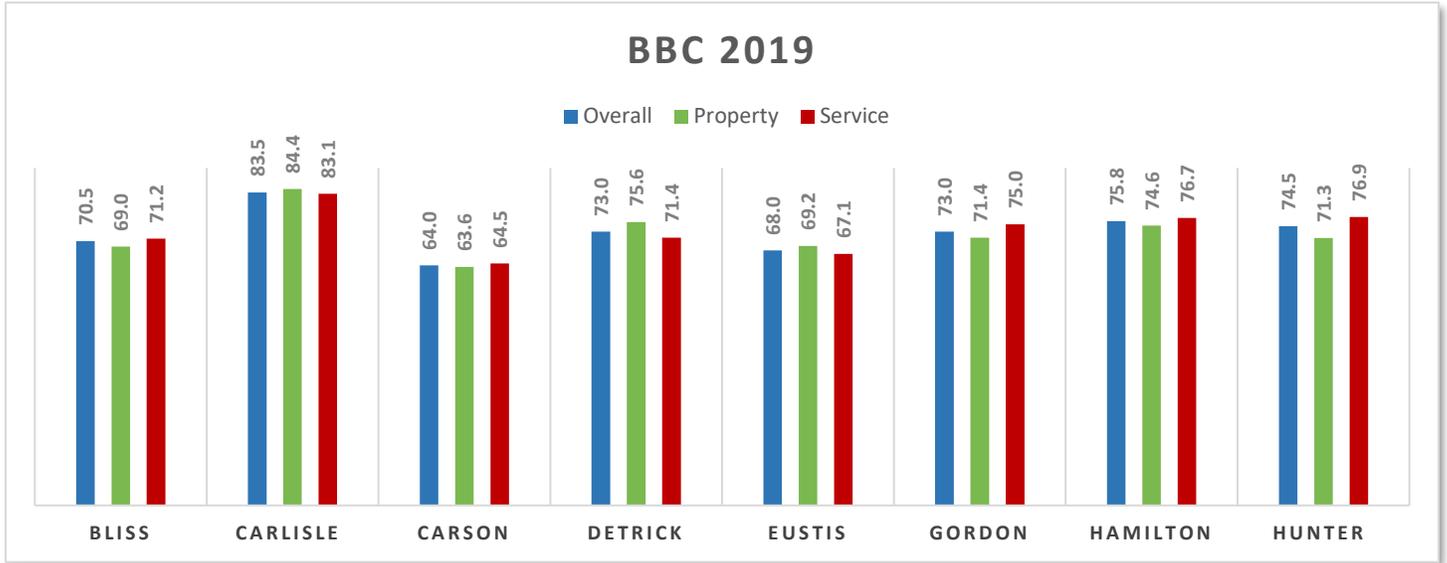
Installation	Service Scores						Rating Range				
	2019	2018	Var	2017	2016	2015	2019	2018	2017	2016	2015
Picatinny	87.4	84.2	3.2	87.9	89.9	77.6	Outstdg	V. Good	Outstdg	Outstdg	Good
Carlisle	83.1	87.9	-4.8	87.6	88.0	81.3	V. Good	Outstdg	Outstdg	Outstdg	V. Good
White Sands	82.4	85.5	-3.1	82.8	83.2	80.3	V. Good	Outstdg	V. Good	V. Good	V. Good
Hunter	76.9	81.5	-4.6	77.9	76.2	73.9	Good	V. Good	Good	Good	Avg
Stewart FH	76.8	78.5	-1.7	76.9	69.6	65.7	Good	Good	Good	Blw Avg	Blw Avg
Hamilton	76.7	71.1	5.6	80.9	78.5	70.7	Good	Avg	V. Good	Good	Avg
Gordon	75.0	80.0	-5.0	77.0	74.3	67.7	Good	V. Good	Good	Avg	Blw Avg
Story	73.2	88.6	-15.4	83.1	84.1	78.9	Avg	Outstdg	V. Good	V. Good	Good
Detrick	71.4	72.5	-1.1	78.0	77.5	74.7	Avg	Avg	Good	Good	Avg
Bliss	71.2	76.8	-5.6	71.1	73.7	71.1	Avg	Good	Avg	Avg	Avg
Leonard Wood	69.1	83.3	-14.2	80.7	75.8	76.4	Blw Avg	V. Good	V. Good	Good	Good
Jackson	68.2	80.0	-11.8	85.4	81.2	79.2	Blw Avg	V. Good	Outstdg	V. Good	Good
Eustis	67.1	76.0	-8.9	70.3	68.5	66.4	Blw Avg	Good	Avg	Blw Avg	Blw Avg
Carson	64.5	69.5	-5.0	69.8	70.5	66.6	Poor	Blw Avg	Blw Avg	Avg	Blw Avg
West Point	63.9	75.8	-11.9	67.3	69.0	68.0	Poor	Good	Blw Avg	Blw Avg	Blw Avg
Walter Reed	63.2	74.4	-11.2	71.3	68.8	58.4	Poor	Avg	Avg	Blw Avg	V. Poor



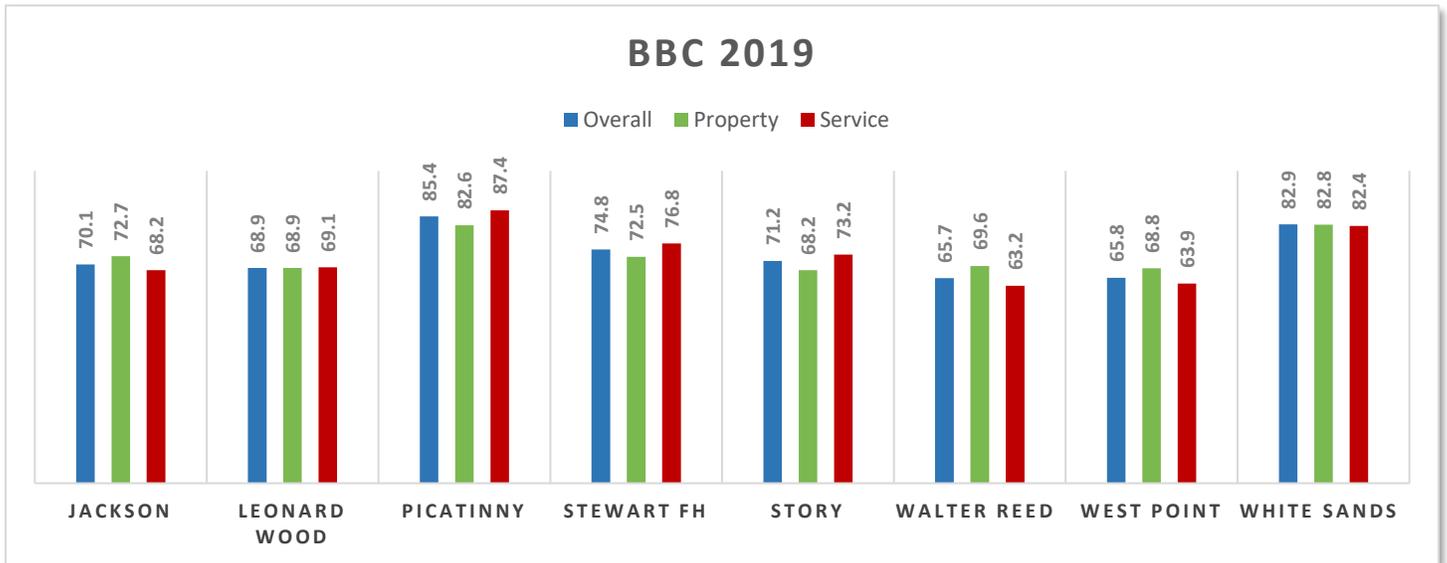
Balfour Beatty (BBC) Cont.

Satisfaction Indexes by Installation by Partner:

Bliss, Carlisle, Carson, Detrick, Eustis, Gordon, Hamilton and Hunter



Jackson, Leonard Wood, Picatinny, Stewart, Story, Walter Reed, West Point and White Sands



Clark Realty

Clark Realty has six Installations that include 65 Neighborhoods. All Satisfaction Indexes decreased from 2018, with the Property Score decreasing by almost 4 points (3.8).

Metric	2019	2018	Var.	Overall Army RCI Housing	Var.	All Military (Other than Army)	Var.
Overall Score	75.3	78.0	(2.7)	74.6	0.7	82.1	(6.8)
Property Score	73.7	77.5	(3.8)	72.5	1.2	81.1	(7.4)
Service Score	76.5	78.8	(2.3)	75.9	0.6	82.6	(6.1)

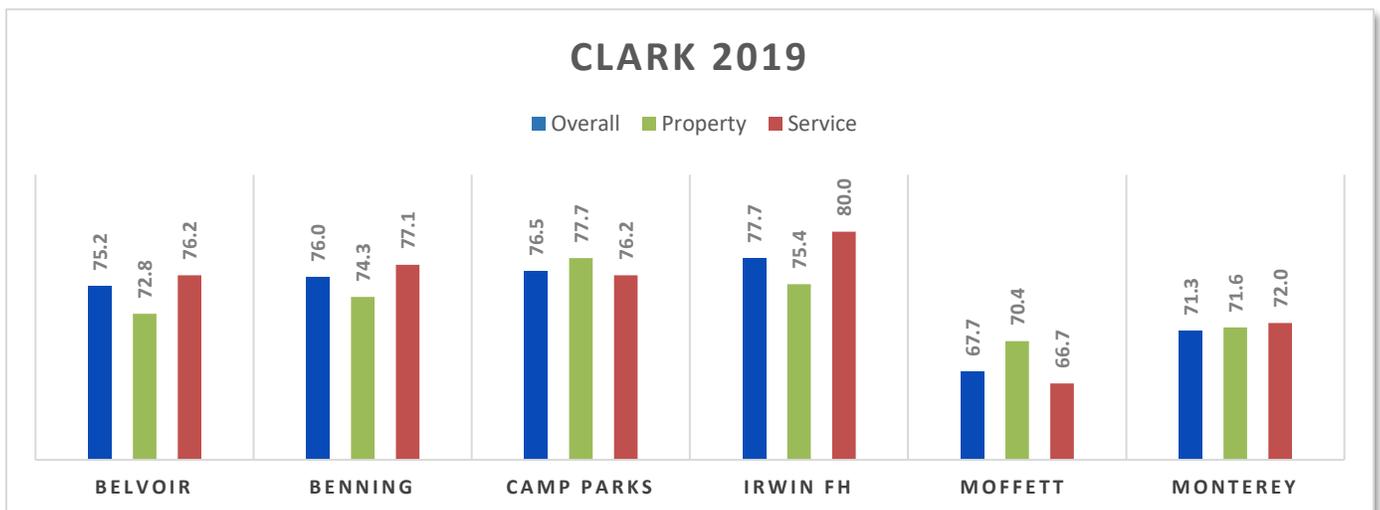
Observations:

- Irwin FH remains in the “Very Good” range even with a Service Score decrease of 1.8 points from 2018.
- Benning and Camp Parks Service Scores decreased, moving from “Very Good” to “Good” from 2018 to 2019. Moffett decreased from 75.6 to 66.7 in 2019, moving “Good” to “Below Average.”
- Monterey’s Service Score increased 3.2 points from 68.8 to 72.0 moving from “Below Average” to “Average” in 2019.

Survey Period (2019):	Apr-May
Surveys Distributed:	10,252
Surveys Received:	3,656
Response Rate:	35.7%
Properties Surveyed:	65

Prior Score Comparison – Sorted Highest to Lowest by Service Score

Installation	Service Scores						Rating Range				
	2019	2018	Var	2017	2016	2015	2019	2018	2017	2016	2015
Irwin FH	80.0	81.8	-1.8	82.0	80.9	69.5	V. Good	V. Good	V. Good	V. Good	Blw Avg
Benning	77.1	82.5	-5.4	81.6	81.2	78.8	Good	V. Good	V. Good	V. Good	Good
Belvoir	76.2	79.5	-3.3	75.9	80.5	78.2	Good	Good	Good	V. Good	Good
Camp Parks	76.2	80.3	-4.1	82.7	84.1	72.6	Good	V. Good	V. Good	V. Good	Avg
Monterey	72.0	68.8	3.2	75.9	80.2	77.6	Avg	Blw Avg	Good	V. Good	Good
Moffett	66.7	75.6	-8.9	62.8	70.5	69.1	Blw Avg	Good	Poor	Avg	Blw Avg





Corvias

Corvias has 7 Installations that include 31 Neighborhoods. All Corvias Satisfaction Indexes decreased by over 10 points for 2019. The Overall Response Rate was also very low (15.8%) falling into the “Below Average” range.

Metric	2019	2018	Var.	Overall Army RCI Housing	Var.	All Military (Other than Army)	Var.
Overall Score	67.0	78.3	(11.3)	74.6	(7.6)	82.1	(15.1)
Property Score	65.0	75.8	(10.8)	72.5	(7.5)	81.1	(16.1)
Service Score	67.6	79.8	(12.2)	75.9	(8.3)	82.6	(15.0)

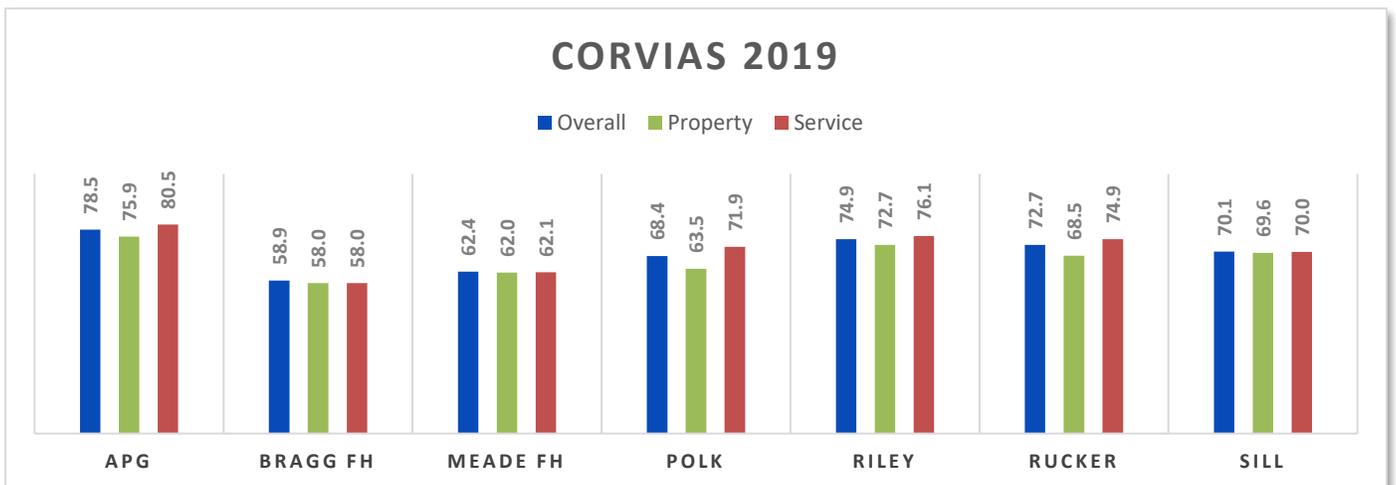
Survey Period (2019):	Apr-May
Surveys Distributed:	18,525
Surveys Received:	2,931
Response Rate:	15.8%
Properties Surveyed:	31

Observations:

- All Service Scores declined for 2019. Riley dropped from 86.9 “Outstanding” to 76.1 “Good” from 2018 to 2019.
- Bragg FH Service Score dropped significantly (19.4 points) from 2018. The 2018 Service Score was “Good” (77.4) with a decrease to “Very Poor” (58.0) in 2019.

Prior Score Comparison – Sorted Highest to Lowest by Service Score

Installation	Service Scores						Rating Range				
	2019	2018	Var	2017	2016	2015	2019	2018	2017	2016	2015
APG	80.5	82.0	-1.5	83.1	84.8	79.7	V. Good	V. Good	V. Good	V. Good	Good
Riley	76.1	86.9	-10.8	83.5	84.2	82.3	Good	Outstdg	V. Good	V. Good	V. Good
Rucker	74.9	83.6	-8.7	88.0	88.5	89.3	Avg	V. Good	Outstdg	Outstdg	Outstdg
Polk	71.9	77.5	-5.6	79.7	84.2	82.5	Avg	Good	Good	V. Good	V. Good
Sill	70.0	82.1	-12.1	84.4	85.8	82.3	Avg	V. Good	V. Good	Outstdg	V. Good
Meade FH	62.1	74.7	-12.6	78.8	79.2	78.1	Poor	Avg	Good	Good	Good
Bragg FH	58.0	77.4	-19.4	81.2	81.4	83.5	V. Poor	Good	V. Good	V. Good	V. Good





Hunt

Hunt consists of 2 Installations that include 8 Neighborhoods. Hunt Overall, Property and Service Scores decreased noticeably from 2018 with the Property Score decreasing by almost 10 points.

Metric	2019	2018	Var.	Overall Army RCI Housing	Var.	All Military (Other than Army)	Var.
Overall Score	77.6	85.9	(8.3)	74.6	3.0	82.1	(4.5)
Property Score	74.7	84.2	(9.5)	72.5	2.2	81.1	(6.4)
Service Score	79.2	87.5	(8.3)	75.9	3.3	82.6	(3.4)

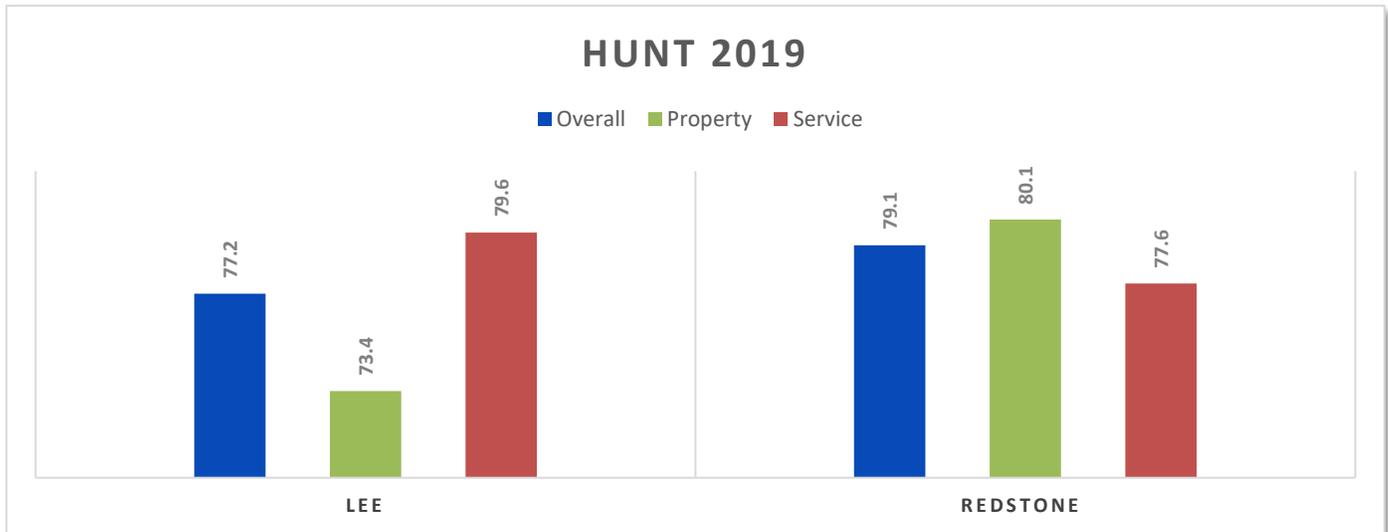
Observations:

- Both Hunt locations dropped from “Outstanding” to “Good” in 2019.
- Redstone’s Service Score decreased by 13.2 points from the previous year.

Survey Period (2019):	Apr-May
Surveys Distributed:	1,773
Surveys Received:	998
Response Rate:	56.3%
Properties Surveyed:	8

Prior Score Comparison – Sorted Highest to Lowest by Service Score

Installation	Service Scores						Rating Range				
	2019	2018	Var	2017	2016	2015	2019	2018	2017	2016	2015
Lee	79.6	86.9	-7.3	87.1	85.1	82.7	Good	Outstdg	Outstdg	Outstdg	V. Good
Redstone	77.6	90.8	-13.2	89.4	85.6	77.5	Good	Outstdg	Outstdg	Outstdg	Good





Lendlease

Lendlease has 7 Installations that include 89 Neighborhoods. The Overall and Service Scores decreased from the ranges of “Very Good” to “Good” with the Property Score decreasing from “Very Good” to “Average.”

Metric	2019	2018	Var.	Overall Army RCI Housing	Var.	All Military (Other than Army)	Var.
Overall Score	78.0	82.9	(4.9)	74.6	3.4	82.1	(4.1)
Property Score	74.8	80.6	(5.8)	72.5	2.3	81.1	(6.3)
Service Score	79.9	84.6	(4.7)	75.9	4.0	82.6	(2.7)

Survey Period (2019):	Apr-May
Surveys Distributed:	23,756
Surveys Received:	9,299
Response Rate:	39.1%
Properties Surveyed:	89

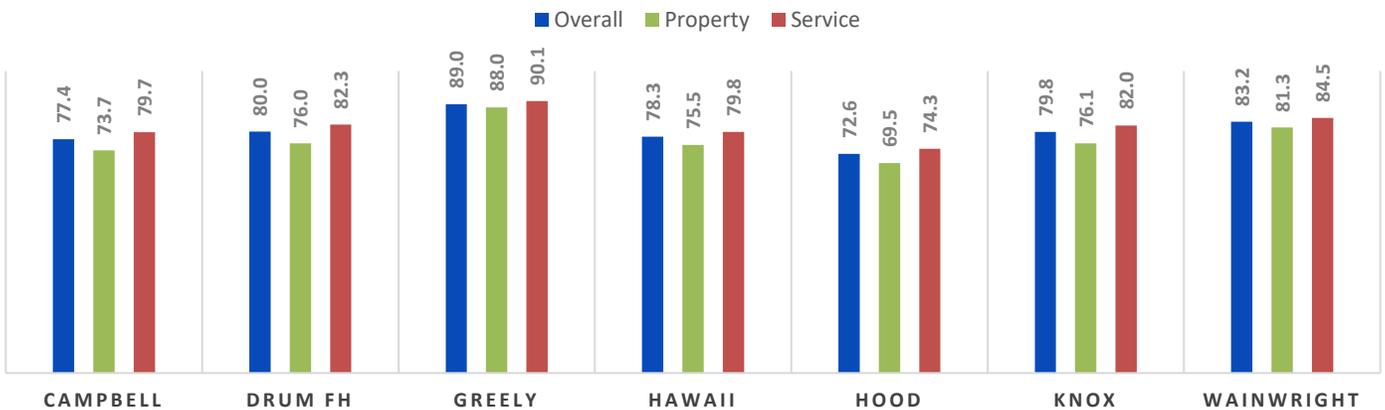
Observations:

- Greely’s Service Score increased from 88.1 to 90.1 in 2019, earning an Installation Award.
- 6 out of 7 Installations’ Service Scores decreased in 2019.
- Lendlease has one UH Building (DRUM, THE TIMBERS). This location achieved a Platinum Award and has the highest Service Score of all the Army RCI UH buildings (95.8).

Prior Score Comparison – Sorted Highest to Lowest by Service Score

Installation	Service Scores						Rating Range				
	2019	2018	Var	2017	2016	2015	2019	2018	2017	2016	2015
Greely	90.1	88.1	2.0	87.3	92.9	84.8	Outstdg	Outstdg	Outstdg	Outstdg	V. Good
Wainwright	84.5	85.8	-1.3	86.5	85.5	77.9	V. Good	Outstdg	Outstdg	Outstdg	Good
Drum FH	82.3	86.7	-4.4	86.8	86.0	84.0	V. Good	Outstdg	Outstdg	Outstdg	V. Good
Knox	82.0	87.9	-5.9	87.9	88.8	87.8	V. Good	Outstdg	Outstdg	Outstdg	Outstdg
Hawaii	79.8	83.3	-3.5	82.3	81.7	79.9	Good	V. Good	V. Good	V. Good	Good
Campbell	79.7	86.4	-6.7	85.4	81.0	81.8	Good	Outstdg	Outstdg	V. Good	V. Good
Hood	74.3	81.5	-7.2	80.8	82.3	78.8	Avg	V. Good	V. Good	V. Good	Good

LENDLEASE 2019





Lincoln Military Housing

Lincoln has 2 Installations that include 30 Neighborhoods. The Overall, Property and Service Scores decreased by over 7 points between 2019 and 2018.

Metric	2019	2018	Var.	Overall Army RCI Housing	Var.	All Military (Other than Army)	Var.
Overall Score	74.5	81.9	(7.4)	74.6	(0.1)	82.1	(7.6)
Property Score	73.0	80.4	(7.4)	72.5	0.5	81.1	(8.1)
Service Score	75.6	83.7	(8.1)	75.9	(0.3)	82.6	(7.0)

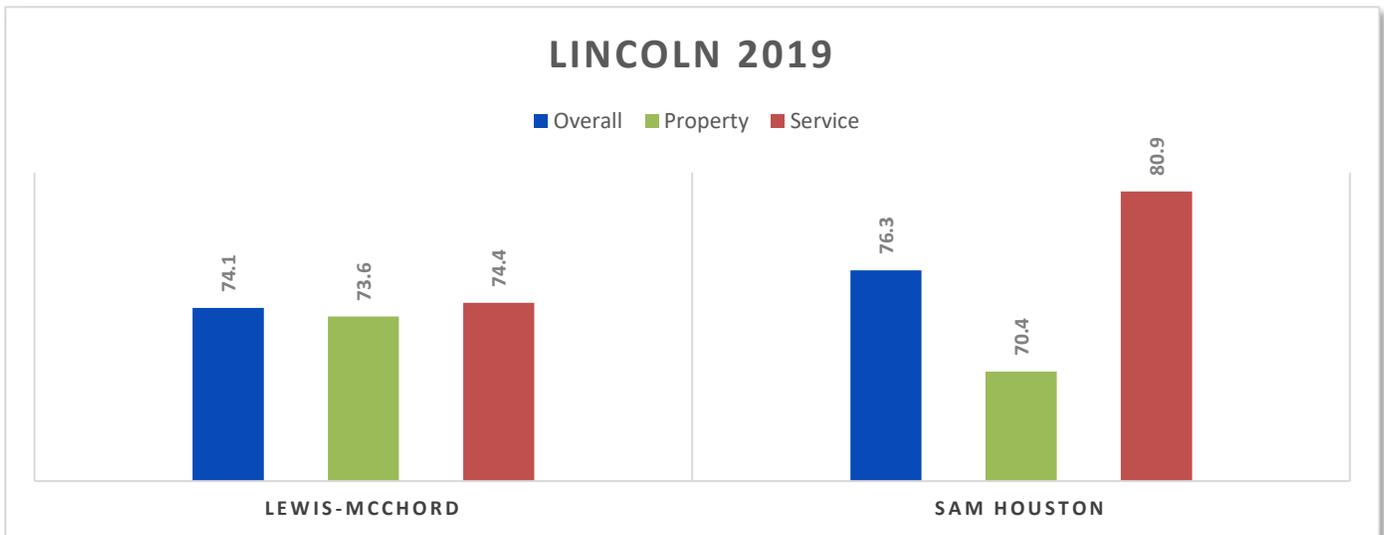
Observations:

- Lewis-McChord’s Service Score decreased by almost 10 points from 2018 moving from “Very Good” to “Average”.
- Sam Houston decreased by only 0.2 points in Service for 2019, remaining in the “Very Good” range.

Survey Period (2019):	Apr-May
Surveys Distributed:	5,774
Surveys Received:	1,774
Response Rate:	30.7%
Properties Surveyed:	30

Prior Score Comparison – Sorted Highest to Lowest by Service Score

Installation	Service Scores						Rating Range				
	2019	2018	Var	2017	2016	2015	2019	2018	2017	2016	2015
Sam Houston	80.9	81.1	-0.2	78.5	82.0	74.3	V. Good	V. Good	Good	V. Good	Avg
JBLM	74.4	84.2	-9.8	81.0	77.1	76.8	Avg	V. Good	V. Good	Good	Good



The Michaels Organization

Michaels has 3 Installations that include 35 Neighborhoods. Overall Satisfaction within the Michaels portfolio decreased notably in 2019.

Metric	2019	2018	Var.	Overall Army RCI Housing	Var.	All Military (Other than Army)	Var.
Overall Score	77.8	83.2	(5.4)	74.6	3.2	82.1	(4.3)
Property Score	76.3	82.4	(6.1)	72.5	3.8	81.1	(4.8)
Service Score	78.6	84.0	(5.4)	75.9	2.7	82.6	(4.0)

Observations:

- Huachuca achieved a Crystal Award again in 2019.
- YPG increased 0.2 points to remain in the “Very Good” range.
- Leavenworth’s Satisfaction Score decreased by 11.7 points, moving from “Very Good” to “Below Average” in 2019.

Survey Period (2019):	Apr-May
Surveys Distributed:	2,742
Surveys Received:	738
Response Rate:	26.9%
Properties Surveyed:	35

Prior Score Comparison – Sorted Highest to Lowest by Service Score

Post	Service Scores						Rating Range				
	2019	2018	Var	2017	2016	2015	2019	2018	2017	2016	2015
Huachuca	89.3	90.0	-0.7	89.2	88.0	86.8	Outstdg	Outstdg	Outstdg	Outstdg	Outstdg
YPG	84.5	84.3	0.2	88.9	88.7	82.7	V. Good	V. Good	Outstdg	Outstdg	V. Good
Leavenworth	69.5	81.2	-11.7	82.5	81.0	77.1	Blw Avg	V. Good	V. Good	V. Good	Good





Addendum A

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

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

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

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

- ◆ **Distribution:** CEL distributed 81,462 surveys to Family and Unaccompanied residents living in RCI Housing. There were a total of 390 Neighborhoods/Buildings at 43 Installations. Installations could designate Excess units to be excluded from Installation and Overall reports. Four Neighborhoods, at two Installations, with 292 residents, were excluded under these parameters. To qualify as Excess, the homes must be scheduled for demolition within two years. In the included homes, there were 81,171 residents in 386 Neighborhoods; 381 FH Neighborhoods (79,388 residents) and 5 UH Neighborhoods (1,783 residents).
- ◆ **Population:** The survey was distributed to one resident per household living On-Base at the time of the survey launch.
- ◆ **Online Survey:** A survey invitation was sent via email to all Residents being surveyed. Each email included a unique link to the online survey. Up to 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. The RCI Partner could provide the letters to residents 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.

Addendum B

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

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

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

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



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

Scoring: The calculated scoring ranges are as follows:

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

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

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