



SUMMARY OF
TENANT SATISFACTION RESULTS
FOR
HEADQUARTERS DEPARTMENT OF THE ARMY
FAMILY HOUSING (OWNED AND LEASED)

Prepared by: CEL & Associates, Inc.
Prepared: March 2021

Introduction

The Department of the Army engaged Jones Lang Lasalle (“JLL”) in conjunction with CEL & Associates, Inc. (“CEL”) to conduct a Tenant Satisfaction and Opinion Survey of Family Housing Tenants living in Army Owned and Leased Housing.

The survey was conducted within 5 Directorates at 21 Installations consisting of 126 Neighborhoods between December 2020 and January 2021. This Summary is a high-level overview.

Methodology, Scope and Scoring

The complete Tenant Satisfaction Survey Methodology, Scope, and Scoring have been added as Addendums A and B at the end of this report.

A. Initial Observations

Initial observations are being provided at the beginning of this Summary with references to the pages that include detailed information.

Overall Results:

The results of the DoD Tenant Satisfaction Survey for Army Family Housing indicate efforts are being made to improve the level of service provided to the Tenants. While satisfaction did increase, the scores for the Europe Directorate still fall in the range of Below Average indicating additional work is needed.

For further improvement to occur, Installations must review reporting and associated comments down to a Neighborhood level and prepare realistic Action Plans.

1. **The Overall Response Rate Increased.** The response rate of 26.3% is in the Good range and an increase of 3.3% from the FY20 Survey. *Reference page 3.*
2. **All Satisfaction Indexes increased for FY21.** Overall, Property, and Service Scores for the FY21 Army Family Housing Survey increased. Overall Score (72.9) 3.4 points, Property Score (73.1) 2.1 points, and Service Score (72.9) 3.9 points. *Reference page 3.*
3. **All Business Success Factors increased.** The increases were most notable in areas of Service but also included Quality of Maintenance. Increases ranged by Business Success Factor from a low of 2.1 points to a high of 5.8 Points. *Reference page 3.*
4. The Overall Score improved within all Directorates except Other Leased. *Reference page 4.*
5. Europe improved within all Satisfaction Indexes, but is still in the Below Average range for the Overall and Service Scores. Sustainment improved significantly for all Satisfaction Indexes. *Reference page 4.*
6. The 21 Installations were broken out into 27 Installations to provide a breakdown of Installations with both Owned and Leased housing. *Reference page 5.*
 - Out of 27 Installations, 19 (70.4%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.
 - 19 Installations, or 70.4% of the portfolio, increased in Overall Score.
 - Three Installations rated in the range of Poor or below.

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

B1. Overall Response Rates:

The response rate of 26.3% is in the Good range and an increase of 3.3% from the FY20 Survey.

The minimum response rate goal was set at 20%.

Over 85% of the Installations for Army Family Housing met or exceeded this goal.

Response Rate	
Distributed	Received
9,340	2,461
26.3%	
FY20	Difference
23.0%	+3.3%

B2. Satisfaction Index Results for Overall:

All Satisfaction Indexes increased for FY21.

The highest increase was in the Service Score with an increase of 3.9 points and a score increase from 69.0 to 72.9.

The increase in the Service Score moved the CEL Rating from a Below Average rating to a rating of Average.

Satisfaction Indexes					
Index	FY21	FY20	Var.	5 Point Score FY21	CEL Rating FY21
Overall	72.9	69.5	3.4	3.65	Average
Property	73.1	71.0	2.1	3.66	Average
Service	72.9	69.0	3.9	3.65	Average

Scores are not a percentile. Scoring is 1-100 range.

Business Success Factors

Factor	FY21	FY20	Var.	5 Point Score FY21	CEL Rating FY21
1 - Readiness to Solve Problems	71.4	67.2	4.2	3.57	Average
2 - Responsiveness & Follow Through	69.7	65.8	3.9	3.49	B. Average
3 - Property Appearance & Condition	71.5	69.4	2.1	3.58	Average
4 - Quality of Management Services	71.2	67.7	3.5	3.56	Average
5 - Quality of Leasing/Housing Office	77.4	72.1	5.3	3.87	Good
6 - Quality of Maintenance	77.0	72.8	4.2	3.85	Good
7 - Property Rating	74.0	71.8	2.2	3.70	Average
8 - Relationship Rating	72.3	68.7	3.6	3.62	Average
9 - Renewal Intention	68.8	63.0	5.8	3.44	B. Average

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

B3. Business Success Factors ("BSFs") Results:

Army Family Housing increased scores within each BSF.

The highest increase was in BSF #9 Renewal Intention (5.8 points) which includes questions regarding recommending the housing at this location to others and choosing to reside at this location again if needed.

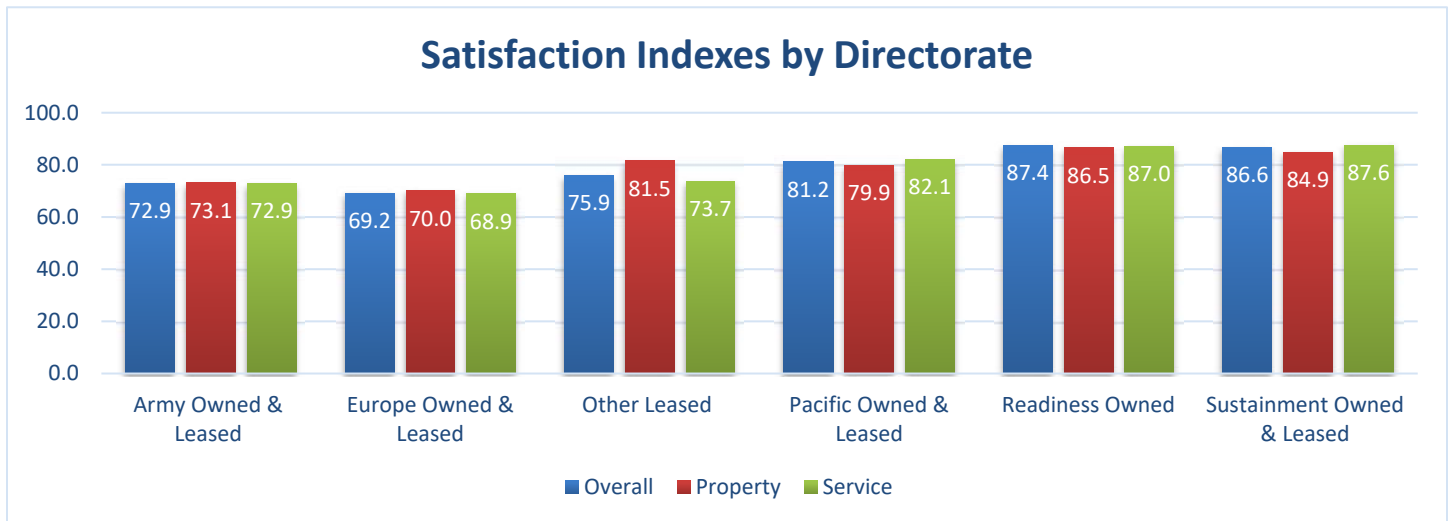
The second highest increased BSF #5 Quality of Leasing/Housing Office (5.3 points) includes the assignment process, professionalism, and follow-up from the Housing Office.

BSF #6 Quality of Maintenance increased 4.2 points.

B4. Overall Comparison by Overall Army Family Housing and Directorate:

The Satisfaction Indexes by Overall and Directorate range from a high Service Score of 87.6 for Readiness to a low of 68.9 for Europe.

Note: The Other Leased Directorate is comprised of one Neighborhood (Camp Shelby).



B5. Current and Prior Scores by Overall and Directorate:

The Overall Score improved for all Directorates except Other Leased. Color grids have been used for visual representation of the high, median, and low range of data for each Satisfaction Index.

- Europe improved within all Satisfaction Indexes but is still in the Below Average rating for the Overall and Service Scores.
- Sustainment improved significantly for all Satisfaction Indexes. This is a small Directorate with six small Installations. Two of the Installations contributed to the previous low scores.

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	FY21	FY20	Var	FY21	FY20	Var	FY21	FY20	Var	FY21	FY20	Var
Overall Army Owned & Leased	72.9	69.5	3.4	73.1	71.0	2.1	72.9	69.0	3.9	26.3%	23.0%	3.3%
Overall Army Owned	72.6	69.3	3.3	72.7	70.7	2.0	72.8	69.2	3.6	28.3%	23.1%	5.2%
Overall Army Leased	74.1	69.8	4.3	74.4	71.5	2.9	73.2	68.5	4.7	21.8%	22.8%	(1.0%)
Europe Owned & Leased	69.2	64.7	4.5	70.0	66.6	3.4	68.9	64.1	4.8	25.3%	22.0%	3.3%
Europe Owned	66.9	61.4	5.5	67.9	63.5	4.4	66.7	61.4	5.3	27.4%	21.2%	6.2%
Europe Leased	74.0	69.6	4.4	74.3	71.3	3.0	73.1	68.2	4.9	21.8%	23.3%	(1.5%)
Other Leased	75.9	82.3	(6.4)	81.5	88.7	(7.2)	73.7	79.2	(5.5)	50.0%	78.3%	(28.3%)
Pacific Region Owned & Leased	81.2	80.9	0.3	79.9	81.2	(1.3)	82.1	80.9	1.2	27.3%	21.9%	5.4%
Pacific Region Owned	81.2	81.0	0.2	80.0	81.3	(1.3)	82.1	81.0	1.1	27.9%	22.7%	5.2%
Pacific Region Leased	80.3	78.6	1.7	77.5	78.2	(0.7)	78.8	79.4	(0.6)	13.7%	13.9%	(0.2%)
Readiness Region Owned	87.4	84.5	2.9	86.5	85.3	1.2	87.0	84.1	2.9	36.9%	55.9%	(19.0%)
Sustainment Owned & Leased	86.6	83.0	3.6	84.9	84.8	0.1	87.6	82.7	4.9	39.2%	26.4%	12.8%
Sustainment Owned	86.7	83.9	2.8	84.9	85.3	(0.4)	87.6	83.7	3.9	39.6%	26.0%	13.6%
Sustainment Leased	82.5	57.8	24.7	82.9	68.8	14.1	83.1	53.7	29.4	20.0%	40.0%	(20.0%)

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

B6. Overall Project Status by Number of Installations:

Installations:

The 21 Installations were broken out into 27 Installations to provide a breakdown of Installations with both Owned and Leased.

- Out of 27 Installations, 19 (70.4%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.
- 19 Installations, or 70.4% of the portfolio increased in Overall Score.
- Three Installations rated in the range of Poor or below.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 27 Installations	Percent			Count		
Increased Scores:	70.4%	55.5%	70.4%	19	15	19
Decreased Scores: <i>Less than 5 points</i>	14.8%	22.2%	18.5%	4	6	5
Decreased Scores: <i>More than 5 points</i>	11.1%	18.5%	11.1%	3	5	3
Scored within 100.0 thru 70.0:						
Rated in the Outstanding, Very Good, Good, or Average Ranges	70.4%	70.4%	66.7%	19	19	18
Rated in the Below Average range (69.9 thru 65.0)	18.5%	18.5%	18.5%	5	5	5
Rating Poor or below range (64.9 and below)	11.1%	11.1%	11.1%	3	3	3

B7. Overall Project Status by Number of Neighborhoods:

Neighborhoods:

126 Neighborhoods were surveyed within the 27 Installations. Note - One Neighborhood did not have any surveys returned so the analysis below includes 125 Neighborhoods with current scores. Out of the 125 Neighborhoods, 123 have prior scores.

- Out of the 125 Neighborhoods, 79, or 63.2%, rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.
- For those Neighborhoods that decreased, 34.4% (43) decreased in the Property Score. The average decrease was 7 points.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 125* Neighborhoods	Percent			Count		
Increased Scores:	69.6%	63.2%	67.2%	87	79	84
Decreased Scores:	28.0%	34.4%	30.4%	35	43	38
Scored within 100.0 thru 70.0:						
Rated in the Outstanding, Very Good, Good, or Average Ranges	63.2%	68.0%	62.4%	79	85	78
Rated in the Below Average range (69.9 thru 65.0)	15.2%	9.6%	13.6%	19	12	17
Rating Poor or Very Poor ranges (64.9 thru 55.0)	21.6%	22.4%	24.0%	27	28	30

*One Neighborhood did not have any surveys returned so the analysis only 125 Neighborhoods with current scores.

8. Grade/Rank of Responding Tenants:

Tenants were asked to self-select their grade on the last question of the survey.

Actual Question:

Q10. What is your grade? Most Senior rank if more than one Service member in the home.

Largest Selection of Grade

76.2% of the population self-selected one of the five categories of grades below.

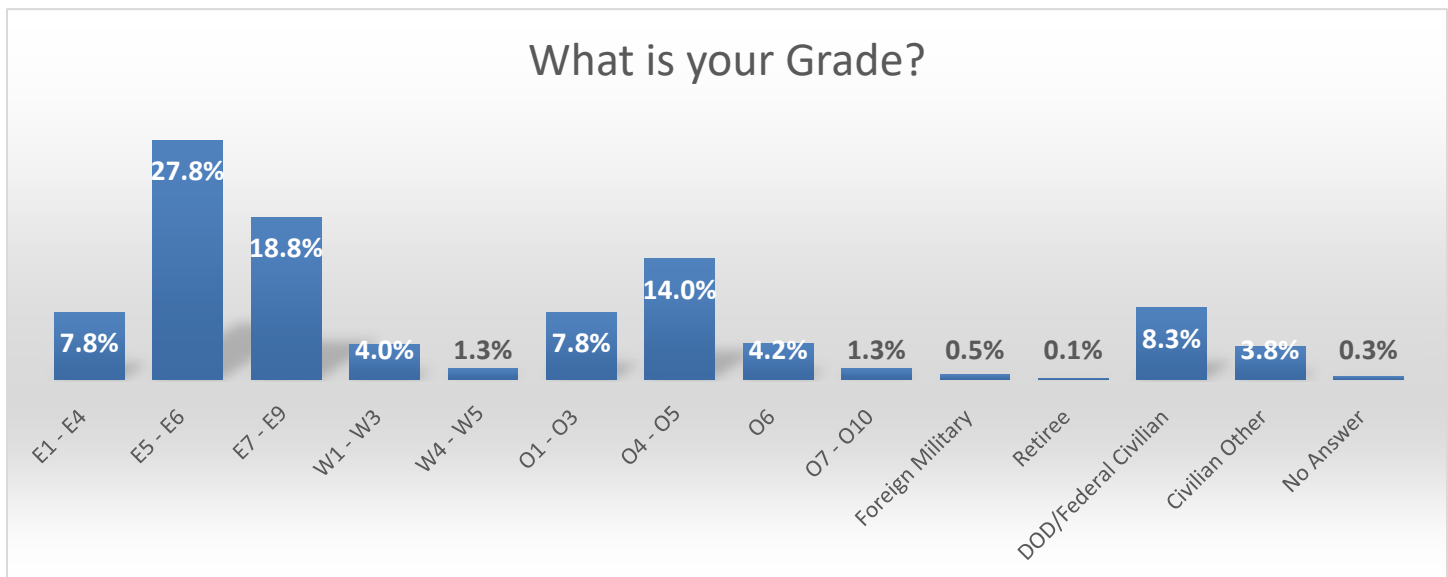
E1 - E4 (7.8%)

E5 - E6 (27.8%)

E7 - E9 (18.8%)

O1 - O3 (7.8%)

O4 - O5 (14.0%)



Full Data

Grade	Percent	Count
E1 - E4	7.8%	193
E5 - E6	27.8%	685
E7 - E9	18.8%	463
W1 - W3	4.0%	98
W4 - W5	1.3%	33
O1 - O3	7.8%	191
O4 - O5	14.0%	344
O6	4.2%	103
O7 - O10	1.3%	31
Foreign Military	0.5%	13
Retiree	0.1%	2
DOD/Federal Civilian	8.3%	204
Civilian Other	3.8%	94
No Answer	0.3%	7
Total		2,461

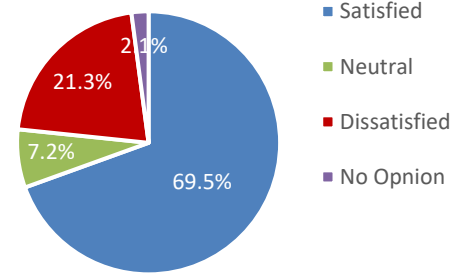
B9. Select Questions:

Questions were selected based on a range of topics that included areas of satisfaction regarding Home, Service Provided, Health and Safety, and Advocacy Options.

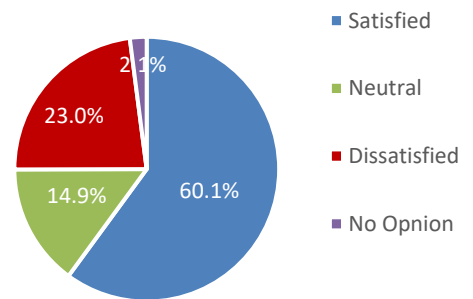
Observations:

- Q2j) Overall level and quality of service you are receiving increased 4.3 points from 67.7 to 72.0.
- Q3d) Quality of maintenance work increased 3.8 points from 74.5 to 78.3.
- Q3e) Follow-up on maintenance requests increased 5.5 points from 63.4 to 68.9. Although the score still falls in the range of Below Average, the results indicate progress is occurring.
- Q8f) The government housing office as your advocate, 47.0% were satisfied, 18.1% were neither satisfied nor dissatisfied, 24.1% were dissatisfied and 10.8% had no opinion.
- Q8g) Your Chain of Command in engaging on housing issues. This question had the lowest percent of satisfaction at 43.4% Satisfied, 20.4% neither satisfied nor dissatisfied, 13.6% dissatisfied and 22.5% having no opinion.

Tenant Satisfaction with Home



Overall Level and Quality of Service Received



Question as Listed on the Survey	Satisfied	Neutral	Dissatisfied	No Opinion	CEL Score	5 Point Score
	5/4s	3	2/1s			
2j) Overall level and quality of service you are receiving	60.1%	14.9%	23.0%	2.1%	72.0	3.60
3d) Quality of maintenance work	69.2%	10.8%	16.0%	4.0%	78.3	3.92
3e) Follow-up on maintenance requests to ensure satisfaction	50.0%	16.6%	26.0%	7.4%	68.9	3.45
5a) Overall condition of your home	69.8%	7.9%	22.1%	0.2%	74.7	3.74
8a) Overall satisfaction with your home	69.5%	7.2%	21.3%	2.1%	75.1	3.76
8b) Overall satisfaction with this housing community	65.4%	12.5%	20.0%	2.1%	74.5	3.73
8c) The health and safety of your home	71.6%	10.2%	16.1%	2.1%	78.3	3.92
8d) The health and safety of this community (parks, roads, lighting, etc.)	69.5%	12.0%	16.3%	2.2%	77.2	3.86
8e) The property management/housing office response to and correction of your health and safety concerns	54.6%	16.4%	19.5%	9.6%	72.6	3.63
8f) The government housing office as your advocate	47.0%	18.1%	24.1%	10.8%	68.2	3.41
8g) Your Chain of Command in engaging on housing issues	43.4%	20.4%	13.6%	22.5%	73.0	3.65
9a) I would recommend this housing community to others	59.5%	14.6%	24.3%	1.7%	70.5	3.53

B10. Top and Bottom Five Scoring Questions:

CEL reviewed the Top and Bottom scoring questions for the FY21 Tenant Survey.

Army – Owned Housing - Top and Bottom Five Scoring Questions:

- The top five scoring questions range from 86.5 to 79.6 and include areas of courtesy, quality of maintenance, safety, and security.
- The bottom five range from 67.4 to 64.3 and include areas of visitor parking, follow-up, and renewal.

Top 5 Scoring Questions Owned	
Question	Score
3c) Courtesy of maintenance personnel	86.5
4a) Safety	84.0
4b) Security	83.9
2c) Courtesy and respect with which you are treated	79.6
3d) Quality of maintenance work	79.6

Bottom 5 Scoring Questions Owned	
Question	Score
7e) If extended at this installation, I would want to continue living in this housing community	67.4
4d) Visitor parking	66.6
7d) The property management team is doing all they can to make this housing community appealing to Residents	66.5
2b) Follow-up after problems are reported to be sure that they have been resolved	66.0
7f) Given the choice in the future, I would seek/want to live in this housing community again	64.3

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

- The top five scoring questions range from 85.5 to 81.1 and include areas of safety and security, courtesy of maintenance, courtesy, respect, and professionalism from the housing office.
- The bottom five range from 67.0 to 62.1 and include areas such as communication and follow-up from management, follow-up from maintenance, visitor parking, interior finishes, and recreation areas.

Top 5 Scoring Questions Leased	
Question	Score
4a) Safety	85.5
4b) Security	83.1
3c) Courtesy of maintenance personnel	82.4
2c) Courtesy and respect with which you are treated	81.3
6b) Professionalism with which you were treated by the leasing/housing office	81.1

Bottom 5 Scoring Questions Leased	
Question	Score
1d) Recreation areas	67.0
3e) Follow-up on maintenance requests to ensure satisfaction	66.9
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	66.7
2b) Follow-up after problems are reported to be sure that they have been resolved	65.6
4d) Visitor parking	62.1

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

Business Success Factor Key

- | | |
|---------------------------------------|--------------------------------|
| 1 - Readiness to Solve Problems | 6 - Quality of Maintenance |
| 2 - Responsiveness & Follow Through | 7 - Property Rating |
| 3 - Property Appearance & Condition | 8 - Relationship Rating |
| 4 - Quality of Management Services | 9 - Renewal/Referral Intention |
| 5 - Quality of Leasing/Housing Office | |

C. Scores and Rating by Installation

C1. Response Rates by Installation:

Response rates by Installation for Army Owned and Leased ranged from a high of 65.2% (Buchanan) to a low of 11.8% (Hawthorne AD). Ansbach (19.7%) and Bavaria (19.5%) also met the 20% goal if rounding is used but CEL does not round for Reporting or Award purposes.

The results for Hawthorne AD (11.8%) may not be valid, yet they are suggestive of the Tenants' opinions. Results at a Directorate level for Sustainment (39.2%) are valid and representative of the Tenants' opinions within this Directorate.

Out of the 21 Installations, 13 Installations (61.9%) achieved a response rate of 30% or greater as indicated in green font below.

	<i>Directorate</i>	<i>Installation</i>	<i>Distributed</i>	<i>Received</i>	<i>% Received</i>
1	Europe	1 Ansbach	456	90	19.7%
		2 Bavaria	3,241	633	19.5%
		3 Benelux	101	27	26.7%
		4 Italy	556	120	21.6%
		5 Rheinland Pfalz	647	249	38.5%
		6 Stuttgart	991	299	30.2%
		7 Wiesbaden	1,068	366	34.3%
		TOTAL	7,060	1,784	25.3%
2	Other Leased	1 Camp Shelby	22	11	50.0%
		TOTAL	22	11	50.0%
3	Pacific	1 Camp Zama	665	201	30.2%
		2 Daegu	194	63	32.5%
		3 Humphreys	674	170	25.2%
		4 Kwajalein Atoll	272	59	21.7%
		TOTAL	1,805	493	27.3%
4	Readiness	1 Buchanan	23	15	65.2%
		2 Hunter Liggett	68	22	32.4%
		3 McCoy	107	36	33.6%
		TOTAL	198	73	36.9%
5	Sustainment	1 Dugway PG	85	27	31.8%
		2 Hawthorne AD	17	2	11.8%
		3 Miami	5	1	20.0%
		4 Myer-HH	58	31	53.4%
		5 Rock Island Arsenal	71	31	43.7%
		6 Tobyhanna Army Depot	19	8	42.1%
		TOTAL	255	100	39.2%
	TOTAL		9,340	2,461	26.3%

Color Key – Green Font = 30% or higher, Orange Font = Rounded to 20% and Red Font = Under 20% minimum goal.

C2. Scores and Rating by Installation:

The 21 Installations were broken out into 27 Installations to provide a breakdown of Installations with both Owned and Leased.

Results for the Overall Score include the following:

- 70.4% (19) Installations rated in the Outstanding, Very Good, Good, or Average range (100.0 thru 70.0)
- 18.5% (5) rated Below Average (69.9 thru 65.0)
- 11.1% (3) rated Poor or below (64.9 or below)

Line	Installation	Directorate	Overall Score	Overall Score	Property Score	Service Score	Surveys Received	Response Rate	Overall Score 5 Point Scale
			CEL Rating						
1	Mccooy-Owned	Readiness	Outstanding	93.6	92.7	93.6	36	33.6%	4.68
2	Buchanan-Owned	Readiness	Outstanding	92.0	88.5	93.9	15	65.2%	4.60
3	Myer-HH-Owned	Sustainment	Outstanding	91.6	90.0	92.2	31	53.4%	4.58
4	Rock Island Arsenal-Owned	Sustainment	Outstanding	87.3	85.3	88.2	31	43.7%	4.37
5	Dugway PG-Owned	Sustainment	Outstanding	85.6	81.8	87.9	27	31.8%	4.28
6	Camp Zama-Owned	Pacific	Outstanding	85.3	83.9	86.6	201	30.2%	4.27
7	Daegu-Owned	Pacific	Very Good	84.1	84.0	84.6	63	32.5%	4.21
8	Miami-Leased	Sustainment	Very Good	82.5	82.9	83.1	1	20.0%	4.13
9	Humphreys-Leased	Pacific	Very Good	80.3	77.5	78.8	10	13.7%	4.02
10	Humphreys-Owned	Pacific	Good	79.4	78.1	80.4	160	26.6%	3.97
11	Humphreys-Owned & Leased	Pacific	Good	79.4	78.0	80.3	170	25.2%	3.97
12	Tobyhanna Ad-Owned	Sustainment	Good	79.1	82.7	78.2	8	42.1%	3.96
13	Benelux-Leased	Europe	Good	78.7	77.8	81.2	27	26.7%	3.94
14	Camp Shelby-Leased	Other Leased	Good	75.9	81.5	73.7	11	50.0%	3.80
15	Bavaria-Leased	Europe	Average	74.5	74.7	73.5	469	21.7%	3.73
16	Hunter Liggett-Owned	Readiness	Average	74.0	74.9	71.3	22	32.4%	3.70
17	Bavaria-Owned & Leased	Europe	Average	72.5	73.1	71.7	633	19.5%	3.63
18	Wiesbaden-Owned	Europe	Average	70.1	69.3	71.1	366	34.3%	3.51
19	Italy-Leased	Europe	Average	70.0	71.1	68.6	93	21.3%	3.50
20	Kwajalein Atoll-Owned	Pacific	B. Average	68.8	65.7	69.6	59	21.7%	3.44
21	Italy-Owned & Leased	Europe	B. Average	68.1	68.8	67.7	120	21.6%	3.41
22	Bavaria-Owned	Europe	B. Average	66.7	68.8	66.4	164	15.2%	3.34
23	Stuttgart-Owned	Europe	B. Average	66.0	70.5	62.9	299	30.2%	3.30
24	Rheinland Pfalz-Owned	Europe	B. Average	65.8	65.6	66.5	249	38.5%	3.29
25	Ansbach-Owned	Europe	Poor	61.7	60.7	64.0	90	19.7%	3.09
26	Italy-Owned	Europe	Poor	61.6	61.0	64.7	27	22.7%	3.08
27	Hawthorne Ad-Owned	Sustainment	Crisis	47.6	49.2	43.9	2	11.8%	2.38

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

C3. Scores by Installation with Service Score Analysis:

Out of the 27 Installations, 19 Installations made improvement within the Service Score.

The Service Score is an area where rapid improvement can be made, versus the Property Score which often requires funding and planning.

Service Score Stats by Installation

< 70.0

9

> 70.0

18

19 Installations (70.4%) improved the Service Score.

- Europe made improvement within 9 of the 11 Installations, however 7 Installations still have a Service Score below 70.0.
- Eighteen Installations have a Service Score greater than 70.0.
- Nine Installations have a Service Score less than 70.0.

Current and Prior Scores by Installation

Installation	Overall Score			Property Score			Service Score			Score < 70	Service (-)	Service (+)
	Current	Prior	Var.	Current	Prior	Var.	Current	Prior	Var.			
Europe												
ANSBACH-Owned	61.7	65.3	(3.6)	60.7	67.2	(6.5)	64.0	66.0	(2.0)	X	(2.0)	
BAVARIA-Leased	74.5	69.2	5.3	74.7	70.9	3.8	73.5	67.7	5.8			5.8
BAVARIA-Owned	66.7	63.4	3.3	68.8	64.3	4.5	66.4	64.0	2.4	X		2.4
BAVARIA-O&L	72.5	67.8	4.7	73.1	69.2	3.9	71.7	66.8	4.9			4.9
BENELUX-Leased	78.7	78.2	0.5	77.8	76.7	1.1	81.2	80.1	1.1			1.1
ITALY-Leased	70.0	68.3	1.7	71.1	71.5	(0.4)	68.6	66.1	2.5	X		2.5
ITALY-Owned	61.6	58.0	3.6	61.0	59.4	1.6	64.7	56.5	8.2	X		8.2
ITALY-O&L	68.1	65.3	2.8	68.8	68.0	0.8	67.7	63.4	4.3	X		4.3
RHEINLAND PFALZ-Owned	65.8	63.8	2.0	65.6	61.7	3.9	66.5	66.9	(0.4)	X	(0.4)	
STUTTGART-Owned	66.0	58.3	7.7	70.5	65.1	5.4	62.9	53.7	9.2	X		9.2
WIESBADEN-Owned	70.1	60.0	10.1	69.3	61.9	7.4	71.1	61.5	9.6			9.6
Other Leased												
CAMP SHELBY-Leased	75.9	82.3	(6.4)	81.5	88.7	(7.2)	73.7	79.2	(5.5)		(5.5)	
Pacific												
CAMP ZAMA-Owned	85.3	85.7	(0.4)	83.9	84.5	(0.6)	86.6	86.9	(0.3)		(0.3)	
DAEGU-Owned	84.1	75.2	8.9	84.0	84.0	0.0	84.6	69.6	15.0			15.0
HUMPHREYS-Leased	80.3	78.7	1.6	77.5	78.6	(1.1)	78.8	79.2	(0.4)		(0.4)	
HUMPHREYS-Owned	79.4	79.5	(0.1)	78.1	80.2	(2.1)	80.4	79.0	1.4			1.4
HUMPHREYS-O&L	79.4	79.4	0.0	78.0	80.0	(2.0)	80.3	79.0	1.3			1.3
KWAJALEIN ATOLL-Owned	68.8	71.6	(2.8)	65.7	71.9	(6.2)	69.6	71.5	(1.9)	X	(1.9)	
Readiness												
BUCHANAN-Owned	92.0	81.5	10.5	88.5	81.2	7.3	93.9	81.7	12.2			12.2
HUNTER LIGGETT-Owned	74.0	83.2	(9.2)	74.9	82.7	(7.8)	71.3	83.0	(11.7)		(11.7)	
MCCOY-Owned	93.6	86.6	7.0	92.7	88.7	4.0	93.6	85.8	7.8			7.8
Sustainment												
DUGWAY PG-Owned	85.6	81.1	4.5	81.8	81.5	0.3	87.9	81.7	6.2			6.2
HAWTHORNE AD-Owned	47.6	42.5	5.1	49.2	45.0	4.2	43.9	42.3	1.6	X		1.6
MIAMI-Leased	82.5	57.8	24.7	82.9	68.8	14.1	83.1	53.7	29.4			29.4
MYER-HH-Owned	91.6	86.5	5.1	90.0	88.8	1.2	92.2	86.0	6.2			6.2
ROCK ISLAND-Owned	87.3	85.1	2.2	85.3	87.8	(2.5)	88.2	83.9	4.3			4.3
TOBYHANNA-Owned	79.1	93.0	(13.9)	82.7	94.7	(12.0)	78.2	92.1	(13.9)		(13.9)	

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

C4. Select Questions by Installation, Sorted by Directorate:

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

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. N/A excluded.

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

8b) Considering all factors how satisfied are you with your housing community?

2j) Overall level and quality of services received?

5a) Overall condition of your home?

Installation	Directorate	Q8a. Dissatisfied Home	Q8b. Community	Q2j. Services Overall	Q5a. Condition of Home
ANSBACH-OWNED	Europe	56.8%	41.9%	40.2%	55.6%
BAVARIA-LEASED	Europe	12.5%	11.9%	22.8%	14.2%
BAVARIA-OWNED	Europe	28.8%	30.8%	34.2%	35.4%
BENELUX-LEASED	Europe	22.2%	14.8%	11.5%	22.2%
ITALY-LEASED	Europe	22.8%	26.4%	29.7%	22.0%
ITALY-OWNED	Europe	53.8%	38.5%	25.9%	70.4%
RHEINLAND PFALZ-OWNED	Europe	31.6%	30.9%	29.2%	31.3%
STUTTGART-OWNED	Europe	25.1%	24.4%	34.1%	23.9%
WIESBADEN-OWNED	Europe	31.4%	27.7%	26.6%	24.4%
CAMP SHELBY-LEASED	Other Leased	18.2%	10.0%	18.2%	18.2%
CAMP ZAMA-OWNED	Pacific	7.3%	8.4%	7.8%	7.0%
DAEGU-OWNED	Pacific	5.0%	11.5%	9.7%	11.1%
HUMPHREYS-LEASED	Pacific	0.0%	10.0%	10.0%	11.1%
HUMPHREYS-OWNED	Pacific	11.5%	14.7%	12.8%	13.4%
KWAJALEIN ATOLL-OWNED	Pacific	26.3%	23.2%	23.7%	36.2%
BUCHANAN-OWNED	Readiness	6.7%	0.0%	0.0%	13.3%
HUNTER LIGGETT-OWNED	Readiness	14.3%	4.8%	18.2%	22.7%
MCCOY-OWNED	Readiness	0.0%	0.0%	2.8%	0.0%
DUGWAY PG-OWNED	Sustainment	11.1%	14.8%	7.4%	11.1%
HAWTHORNE AD-OWNED	Sustainment	100.0%	100.0%	50.0%	100.0%
MIAMI-LEASED	Sustainment	0.0%	0.0%	0.0%	0.0%
MYER-HH-OWNED	Sustainment	6.5%	0.0%	0.0%	16.1%
ROCK ISLAND ARSENAL-OWNED	Sustainment	10.3%	3.3%	3.2%	6.5%
TOBYHANNA AD-OWNED	Sustainment	0.0%	0.0%	12.5%	0.0%

Results:

40.2% of Tenants at Ansbach and 34.2% at Bavaria-Owned are dissatisfied with service overall.

56.8% of Tenants at Ansbach are dissatisfied with their home.

Note – Hawthorne AD only received 2 completed surveys out of 17 distributed. The two Tenants that did respond indicated high levels of dissatisfaction for all select questions listed.

D. Awards – Army Family Housing

All Military Housing locations surveyed are eligible to participate in the CEL National Award Program for Service Excellence. This award recognizes those private sector and military housing Neighborhoods and/or Installations/Firms that provide an excellent level of service to Tenants.

Installation Award Winners

Four (4) Installations achieved a Crystal Service Award for FY21. Sorted below by highest scores.

1. Camp Zama-Owned (Pacific)
2. Dugway PG-Owned (Sustainment)
3. Myer-HH-Owned (Sustainment)
4. Rock Island-Owned (Sustainment)

Honorable Mention: DAEGU-OWNED (Pacific) with a Service Score 84.6.

Neighborhood Awards

A List Award: Fifteen Neighborhoods

Platinum Award: Six Neighborhoods

Note: CEL does not round up for reporting or Award purposes.

Award Eligibility by Type of Award

Installation Crystal Award Eligibility:

To be award eligible, an Installation must have more than one Neighborhood, a consolidated Service Index Score of at least 85.0 and a Response Rate of at least 20.0%.

Neighborhood Awards Eligibility:

To be award eligible, a Neighborhood must meet the following criteria:

- A List Award: Service Satisfaction Index Score of at least 85.0, and a Response Rate of at least 20%.
- Platinum Award: Service Satisfaction Index Score of at least 92.5 (varies annually), and a Response Rate of at least 20%.

Addendum A

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

- ◆ All military used the same question set for FY21.
- ◆ Army Representatives had access to the CEL Online Reporting.
- ◆ The survey was confidential and anonymous.

The Survey Process: CEL worked with the Army 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 9,340 surveys to Tenants living in Army Family Housing. There were a total of 125 Neighborhoods at 21 Installations. For reporting purposes, the 21 Installations were reported on as 27 Installations to separate Owned versus Leased Housing.
- ◆ **Population:** The survey was distributed to one Tenant per household living On-Base at the time of the survey launch.
- ◆ **Confidentiality:** The survey results are confidential and anonymous. Only CEL has access to the results of any individual survey. Reporting is only provided in summarized format.
- ◆ **Online Survey:** A survey invitation was sent via email to all Tenants being surveyed. Each email included a unique link to the online survey. Up to six email reminders were then sent out to non-respondents at seven-day intervals. CEL provided an email address that was publicized for Tenants to request a survey in the event the email containing the survey link was not received or deleted. CEL verified the Tenant address provided and survey completion status for the address prior to sending a survey link to any home.
- ◆ **Quality Control:** The unique survey link was associated with a specific Tenant address within a Neighborhood to ensure each home only completed one survey, thus ensuring quality control and a consistent distribution methodology.
- ◆ **Survey Process and Reporting:** The CEL reporting includes access to Response Rates, Questions Scores, and Tenant Comments during the open survey cycle. Once the project is closed and reports are prepared, all reporting is uploaded to the CEL Online Reporting site for retrieval.
- ◆ **Surveying Timing:** Because of the timing of the surveys, there may be discrepancies between the fiscal and calendar years. The REACT reports and accompanying materials reference the calendar year in which the survey was begun. Please use the cross-reference table below to correlate the time periods:

Fiscal Year	REACT Report Year
FY21	2020
FY20	2019 (2)
FY19	2019 (1)
FY18	2018
FY17	2017

Addendum B

Analytics: For purposes of assessing Tenant opinions, CEL has developed a proprietary scoring system. Tenants 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 Directorate, Army FH Overall, 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.



Reporting: CEL prepared consolidated reports by Overall Army Family Housing, Type (Owned/Leased), 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

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

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

Evaluating Scores

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

Scores can be interpreted in the following ranges:

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

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