

SUMMARY OF
TENANT SATISFACTION RESULTS
FOR
THE ARMY'S RESIDENTIAL COMMUNITIES INITIATIVE

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Introduction

Army Headquarters engaged RER Solutions, Inc. (“RER”) in conjunction with CEL & Associates, Inc. (“CEL”) to conduct a Tenant Satisfaction and Opinion Survey of Tenants living in privatized Family (“FH”) and Unaccompanied (“UH”) On-Base Housing.

The survey was conducted at 43 Installations consisting of 383 Family Housing Neighborhoods and 5 Unaccompanied Buildings 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 FY21 DoD Tenant Satisfaction Survey for Army RCI indicate successes and areas of opportunity. 53.5% (23) of Installations increased in Overall Score and 46.5% (20) decreased. For those Installations that increased, most were within Business Success Factors that impact the Service Satisfaction Index. Communication and follow-up were top areas of importance for Tenants during the Pandemic. The Installations where improvement occurred found new and creative ways to keep Tenants informed and feeling connected while dealing with staff shortages and lack of resources.

1. **The Overall Response Rate Increased.** The response rate of 29.0% is in the Good range and is an increase of 4.4% from the FY20 Survey. *Reference page 3.*
2. **All Satisfaction Indexes increased by less than one point.** Overall Army RCI Family Housing Scores are in the rating range of Good for Overall 75.4 and Service 77.2, and Average for Property 72.6. *Reference page 3.*
3. Of the 43 Installations, **88.4% (38)** of Installations rated in the Outstanding, Very Good, Good or Average ranges (100.0 thru 70.0) in the Overall Score, **9.3% (4)** rated Below Average (69.9 thru 65.0), and **2.3% (1)** rated Poor (64.9 thru 60.0). *Reference page 4.*
4. Of the 383 Family Housing Neighborhoods, **74.4% (285)** of Neighborhoods rated in the Outstanding, Very Good, Good or Average ranges (100.0 thru 70.0) in the Overall Score, **14.4% (55)** rated Below Average (69.9 thru 65.0), **10.2% (39)** rated Poor or Very Poor (64.9 thru 55.0), and **1.0% (4)** in Crisis (54.9 or below). *Reference page 4.*
5. **68.9%** of Tenants are satisfied with their home, **8.5%** are neither satisfied nor dissatisfied, and **22.4%** are dissatisfied. *Reference page 6.*
6. **63.3%** of Tenants are satisfied with the condition of their home, **9.4%** are neither satisfied nor dissatisfied, and **27.2%** are dissatisfied. *Reference page 6.*
7. **67.6%** of Tenants are satisfied with the level and quality of service received, **12.6%** are neither satisfied nor dissatisfied, and **19.2%** are dissatisfied. *Reference page 6.*
8. Overall, Army RCI Unaccompanied Housing scored in the Outstanding Range (100.0 to 85.0) for all Satisfaction Indexes. All buildings except Bragg, Randolph Pointe and Irwin, Town Center Terrace decreased in all Satisfaction Index scores. *Reference page 15.*

B. Overall Results for RCI Family Housing

B1. Overall Response Rates:

The minimum response rate goal was set at 20% with an overall project goal of 30%.

The response rate of 29.0% is in the Good range and an increase of 4.4% from the FY20 Survey.

97.7% (42) of the Installations met or exceeded the 20% minimum response rate goal.

58.1% (25) of Installations met or exceeded the 30% project goal.

Overall Army RCI Response Rate

Distributed	75,810	Received	22,022
		29.0%	
FY20	24.6%	Difference	+4.4%

B2. Satisfaction Index Results:

All Satisfaction Index scores increased by less than one point.

Overall Army RCI Family Housing Scores are in the rating range of Good for Overall 75.4 and Service 77.2 and Average for Property 72.6.

Scores are not a percentile. Scoring is 1-100 range. See Score Range below.

Satisfaction Indexes

Index	FY21	FY20	Var.	5 Point Score FY21	CEL Rating FY21
Overall	75.4	75.1	0.3	3.77	Good
Property	72.6	72.3	0.3	3.63	Average
Service	77.2	76.8	0.4	3.86	Good

Business Success Factors

Factor	FY21	FY20	Var.	5 Point Score FY21	CEL Rating FY21
1 - Readiness to Solve Problems	77.8	78.1	(0.3)	3.89	Good
2 - Responsiveness & Follow Through	73.8	73.2	0.6	3.69	Average
3 - Property Appearance & Condition	71.9	72.2	(0.3)	3.60	Average
4 - Quality of Management Services	75.5	75.4	0.1	3.78	Good
5 - Quality of Leasing	82.5	82.4	0.1	4.13	V. Good
6 - Quality of Maintenance	80.6	79.6	1.0	4.03	V. Good
7 - Property Rating	73.0	72.4	0.6	3.65	Average
8 - Relationship Rating	76.0	76.1	(0.1)	3.80	Good
9 - Renewal Intention	70.8	68.8	2.0	3.54	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 Factor (BSFs) Results:

Army RCI scores increased slightly for 6 of the 9 BSFs.

The highest increase was in BSF #9 Renewal Intention (2.0 points) moving the score range from Below Average to Average. This BSF includes questions regarding recommending the housing at this location to others and choosing to reside at this location again if needed.

BSF #6 Quality of Maintenance increased 1.0 point.

All other increases or decreases were less than one point.

B4. Overall Project Status by Number of Installations:

Out of 43 Installations, 88.4% (38) of Installations rated in the Outstanding, Very Good, Good or Average ranges (100.0 thru 70.0) in the Overall Score, 9.3% (4) rated Below Average (69.9 thru 65.0), and 2.3% (1) rated Poor (64.9 thru 60.0).

- 23 (53.5%) Installations increased in the Overall Satisfaction Index.
- 20 (46.5%) Installations decreased in the Overall Satisfaction Index.
- Of the 20 Installations that decreased, 19 (44.2%) Installations decreased less than 5 points.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 43 Installations		Percent			Count	
Increased Scores:	53.5%	60.5%	62.8%	23	26	27
Decreased Scores: <i>Less than 5 points</i>	44.2%	30.2%	34.9%	19	13	15
Decreased Scores: <i>More than 5 points</i>	2.3%	7.0%	2.3%	1	3	1
Scored within 100.0 thru 70.0: Rated in the Outstanding, Very Good, Good or Average ranges	88.4%	81.4%	90.7%	38	35	39
Rated in the Below Average range (69.9 thru 65.0)	9.3%	14.0%	4.7%	4	6	2
Rating Poor or Very Poor ranges (64.9 thru 55.0)	2.3%	4.7%	4.7%	1	2	2

Note: For Property Score – One Installation had zero difference.

B5. Overall Project Status by Number of Neighborhoods:

Out of 383 Family Housing Neighborhoods, 74.4% (285) of Neighborhoods rated in the Outstanding, Very Good, Good or Average ranges (100.0 thru 70.0), 14.4% (55) rated Below Average (69.9 thru 65.0), 10.2% (39) rated Poor or Very Poor (64.9 thru 55.0), and 1.0% (4) rated Crisis (54.9 or below).

- 208 (54.3%) Neighborhoods increased in the Overall Satisfaction Index.
- 173 (45.2%) Neighborhoods decreased in the Overall Satisfaction Index.
- 135 (35.2%) Neighborhoods rated below Average in the Property Satisfaction Index.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 383 Neighborhoods		Percent			Count	
Increased Scores:	54.3%	56.7%	55.6%	208	217	213
Decreased Scores:	45.2%	42.3%	43.6%	173	162	167
Scored within 100.0 thru 70.0: Rated in the Outstanding, Very Good, Good or Average ranges	74.4%	64.8%	78.1%	285	248	299
Rated in the Below Average range (69.9 thru 65.0)	14.4%	20.1%	11.0%	55	77	42
Rating Poor or Very Poor ranges (64.9 thru 55.0)	10.2%	13.1%	8.9%	39	50	34
Rated in the Crisis range (54.9 or below)	1.0%	2.1%	2.1%	4	8	8

Note: For Property Score – Three Installations had zero difference. For Service Score – Two Neighborhoods had zero difference.

B6. Demographics of responding Tenants:

Selection of Grade

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

Actual Question on the Survey:

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

80.9% of the population self-selected one of the five categories of grades below.

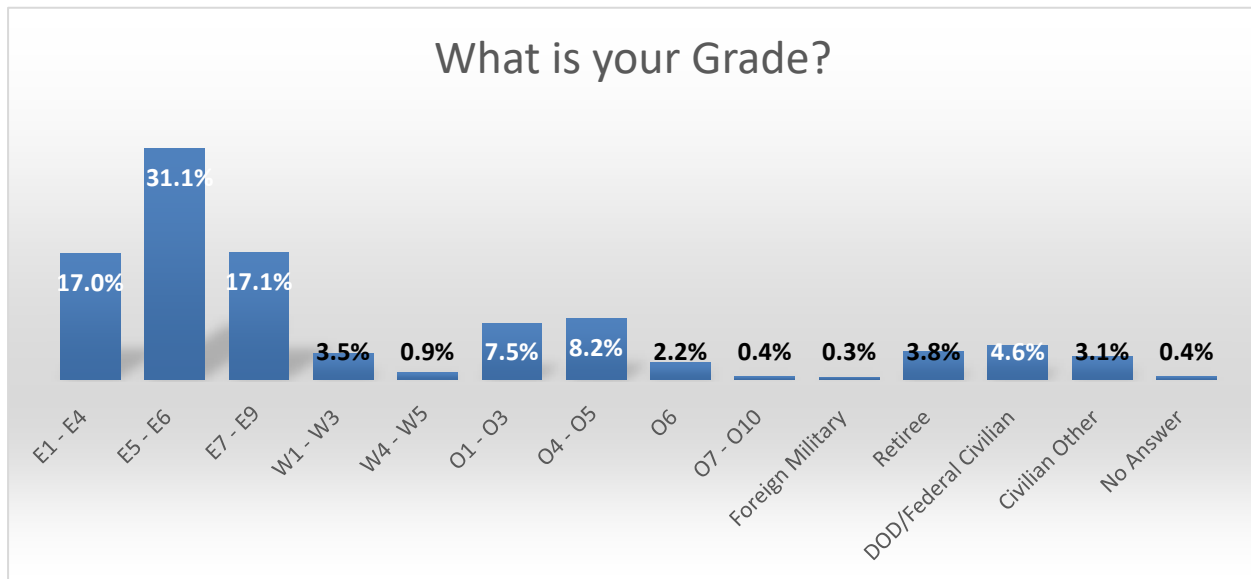
E1 – E4 (17.0%)

E5 – E6 (31.1%)

E7 – E9 (17.1%)

O1 – O3 (7.5%)

O4 – O5 (8.2%)



Complete Data:

Grade	Percent	Count
E1 - E4	17.0%	3,744
E5 - E6	31.1%	6,841
E7 - E9	17.1%	3,772
W1 - W3	3.5%	779
W4 - W5	0.9%	192
O1 - O3	7.5%	1,642
O4 - O5	8.2%	1,816
O6	2.2%	477
O7 - O10	0.4%	91
Foreign Military	0.3%	59
Retiree	3.8%	839
DOD/Federal Civilian	4.6%	1,015
Civilian Other	3.1%	672
No Answer	0.4%	83
Total		22,022

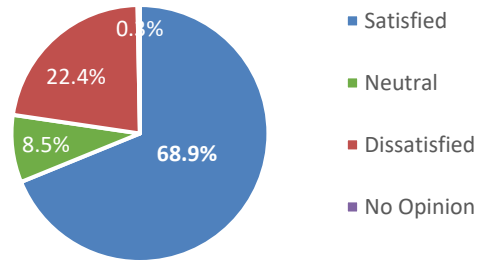
B7. Select Questions:

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

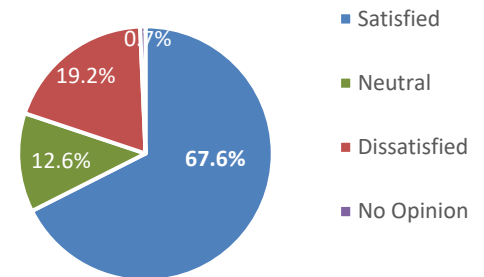
Observations:

- The lowest scoring “Select Question” is 5a) Overall condition of your home 71.0. The score fell slightly from 71.5 (0.5) in FY20.
- Q2j) Overall level and quality of service you are receiving increased slightly (0.3 points) from 75.8 to 76.1.
- Q3e) Follow-up on maintenance requests increased 1.2 points from 74.8 to 76.0.
- Q8f) The government housing office as your advocate, 15.2% are Dissatisfied. 15.5% selected Not Applicable or No Opinion.
- Q8g) With your Chain of Command in engaging on housing issues, 10.0% are Dissatisfied. 25.5% selected Not Applicable or 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	67.6%	12.6%	19.2%	0.7%	76.1	3.81
3d) Quality of maintenance work	70.0%	9.6%	18.6%	1.8%	77.9	3.90
3e) Follow-up on maintenance requests to ensure satisfaction	64.1%	13.2%	19.8%	2.8%	76.0	3.80
5a) Overall condition of your home	63.3%	9.4%	27.2%	0.1%	71.0	3.55
8a) Overall satisfaction with your home	68.9%	8.5%	22.4%	0.3%	74.3	3.72
8b) Overall satisfaction with this housing community	70.4%	12.7%	16.3%	0.6%	77.1	3.86
8c) The health and safety of your home	66.8%	12.2%	20.5%	0.4%	75.0	3.75
8d) The health and safety of this community (parks, roads, lighting, etc.)	65.0%	12.4%	22.0%	0.6%	74.0	3.70
8e) The property management/housing office response and correction of your health and safety concerns	60.7%	15.8%	18.3%	5.2%	74.7	3.74
8f) The government housing office as your advocate	49.3%	20.1%	15.2%	15.5%	73.2	3.66
8g) Your Chain of Command in engaging on housing issues	43.4%	21.1%	10.0%	25.5%	75.0	3.75
9a) I would recommend this housing community to others	61.1%	15.9%	22.1%	1.0%	71.6	3.58

B8. Highest and Lowest Scoring Questions Overall Project:

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

Results at an Installation or Neighborhood level can vary significantly. Therefore, it should not be assumed that the overall results are representative of any single Installation. Reporting and associated comments should be reviewed down to a Neighborhood level to isolate top issues and areas of greatest need or focus for each individual Neighborhood.

Top 5 Scoring Questions		
Question	Score	BSF
3c) Courtesy of maintenance personnel	89.6	6
2c) Courtesy and respect with which you are treated	85.2	8
6b) Professionalism with which you were treated by the leasing/housing office	85.2	5
4a) Safety	83.2	7
6a) Ease of the leasing/assignment process	82.7	5

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

The top five scoring questions range from 89.6 to 82.7 and include areas such as Courtesy, Respect, and Professionalism of Staff, Ease of Leasing Process, and Overall Leasing Process.

“Courtesy of maintenance personnel” is typically the top scoring question for military projects. However, this varies for private sector.

Bottom 5 Scoring Questions		
Question	Score	BSF
4d) Visitor parking	69.0	7
7f) Given the choice in the future, I would seek/want to live in this housing community again	68.6	9
1c) Landscaping	67.9	3
5b) Landscaping (immediate area around your home/building)	66.7	7
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	65.5	Non-Coded

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

The bottom five scoring questions range from 69.0 to 65.5 and include areas such as Visitor Parking, Referral, Landscaping, and Interiors.

Landscaping is an area Tenants frequently either rate low on the survey or indicate concern within the comments.

Comments should be reviewed to determine areas that can be improved, if communication is lacking among the vendors or Tenants, or if expectations do not match the level of service to be provided.

C. Scores and Rating by Installation:

C1. Response Rates by Installation:

A. Installations meeting or exceeding the 20.0% minimum response rate goal.

97.7%

All but one of the 43 Installations met or exceeded the 20% response rate minimum goal.

B. Installations meeting or exceeding a 30% response rate.

58.1%

58.1%, or 25 Installations achieved a response rate greater than 30.0% as indicated in green font.

C. 23.3%, or 10 Installations achieved a response rate between 25.0% and 29.9% as indicated in orange font.

D. The highest response rate was achieved by Aberdeen Proving Grounds.

52.6%

E. The highest response rate based on number of surveys distributed was achieved by Fort Hood.

39.7%.

Fort Hood is the 3rd largest Installation with 4,881 surveys distributed.

Note: Stewart met the response rate goal of 20% Overall when Family Housing and Unaccompanied Housing are combined.

Company	Installation	Dist.	Rec.	% Rec.
Corvias	ABERDEEN	743	391	52.6%
Hunt	REDSTONE	343	160	46.6%
Lendlease	GREELY	71	32	45.1%
Clark	CAMP PARKS	110	48	43.6%
BBC	PICATINNY	66	27	40.9%
Lendlease	DRUM	3,745	1,436	40.5%
Lendlease	HOOD	4,881	1,940	39.7%
BBC	DETRICK	328	127	38.7%
Clark	BELVOIR	1,895	723	38.2%
BBC	HAMILTON	194	74	38.1%
BBC	CARLISLE	237	90	38.0%
Clark	MOFFETT	265	98	37.0%
Michaels	YUMA	195	69	35.4%
Corvias	SILL	1,679	574	34.2%
Lincoln	SAM HOUSTON	852	287	33.7%
Lendlease	KNOX	2,239	746	33.3%
BBC	WHITE SANDS	326	106	32.5%
Michaels	HUACHUCA	983	316	32.1%
BBC	WEST POINT	725	232	32.0%
BBC	STORY	220	70	31.8%
Corvias	MEADE	2,076	652	31.4%
BBC	EUSTIS	797	244	30.6%
Clark	BENNING	3,303	1,006	30.5%
Clark	MONTEREY	1,992	608	30.5%
Corvias	RUCKER	1,270	381	30.0%
Michaels	LEAVENWORTH	1,387	411	29.6%
BBC	JACKSON	758	218	28.8%
BBC	WALTER REED	191	55	28.8%
Hunt	LEE	1,349	387	28.7%
Lendlease	CAMPBELL	3,914	1,093	27.9%
Corvias	RILEY	3,603	996	27.6%
Corvias	BRAGG	4,967	1,341	27.0%
Lendlease	HAWAII	6,957	1,823	26.2%
Lendlease	WAINWRIGHT	1,673	432	25.8%
BBC	GORDON	844	212	25.1%
BBC	HUNTER	620	153	24.7%
Clark	IRWIN	2,238	549	24.5%
Lincoln	LEWIS-MCCHORD	4,211	1,028	24.4%
BBC	BLISS	3,974	875	22.0%
BBC	CARSON	2,946	647	22.0%
BBC	LEONARD WOOD	1,605	330	20.6%
Corvias	POLK	3,209	645	20.1%
BBC	STEWART	2,025	390	19.3%

C2. Scores and Rating by Installation:

Out of the 43 Installations, 88.4% (38) rated in the Outstanding, Very Good, Good or Average ranges (100.0 thru 70.0), 9.3% (4) rated Below Average (69.9 thru 65.0), and 2.3% (1) rated Poor (64.9 thru 60.0). A 5-point scale added for comparison purposes.

Line	Installation	MHPI Company	CEL Rating Scale Overall Score	Overall	Property	Service	Dist.	% Rec.	5 Point Score (Overall)
1	Greely	Lendlease	Outstanding	92.0	90.1	93.6	71	45.1%	4.60
2	Yuma	Michaels	Outstanding	90.4	86.9	92.2	195	35.4%	4.52
3	Huachuca	Michaels	Outstanding	87.2	83.6	89.7	983	32.1%	4.36
4	Redstone	Hunt	Outstanding	85.3	82.6	86.7	343	46.6%	4.27
5	Drum	Lendlease	Very Good	83.4	79.2	86.0	3,549	40.5%	4.17
6	White Sands	BBC	Very Good	83.2	82.1	83.2	326	32.5%	4.16
7	Rucker	Corvias	Very Good	82.2	77.1	85.6	1,270	30.0%	4.11
8	Aberdeen	Corvias	Very Good	81.2	78.8	82.5	743	52.6%	4.06
9	Detrick	BBC	Very Good	81.0	82.3	80.0	328	38.7%	4.05
10	Sam Houston	Lincoln	Very Good	80.9	73.7	85.8	852	33.7%	4.05
11	Wainwright	Lendlease	Very Good	80.8	78.4	82.5	1,673	25.8%	4.04
12	Knox	Lendlease	Very Good	80.3	76.3	82.8	2,239	33.3%	4.02
13	Sill	Corvias	Very Good	80.0	77.3	81.6	1,679	34.2%	4.00
14	Carlisle	BBC	Good	79.9	81.4	81.0	237	38.0%	4.00
15	Walter Reed	BBC	Good	79.8	79.1	80.4	191	28.8%	3.99
16	Riley	Corvias	Good	79.7	77.6	80.6	3,603	27.6%	3.99
17	Hawaii	Lendlease	Good	79.5	74.7	82.5	6,957	26.2%	3.98
18	Camp Parks	Clark	Good	78.8	74.3	81.8	110	43.6%	3.94
19	Eustis	BBC	Good	78.3	73.6	81.6	797	30.6%	3.92
20	Campbell	Lendlease	Good	78.1	73.6	81.2	3,914	27.9%	3.91
21	Lee	Hunt	Good	77.5	73.8	80.2	1,349	28.7%	3.88
22	Polk	Corvias	Good	75.6	70.2	79.1	3,209	20.1%	3.78
23	Monterey	Clark	Good	75.2	74.3	76.0	1,992	30.5%	3.76
24	Moffett	Clark	Good	75.0	69.9	78.7	265	37.0%	3.75
25	Gordon	BBC	Average	74.6	73.1	76.8	844	25.1%	3.73
26	Meade	Corvias	Average	74.1	71.9	74.4	2,076	31.4%	3.71
27	Bliss	BBC	Average	73.9	71.5	75.0	3,974	22.0%	3.70
28	Leonard Wood	BBC	Average	73.7	70.7	76.3	1,605	20.6%	3.69
29	Leavenworth	Michaels	Average	73.5	74.6	71.6	1,387	29.6%	3.68
30	Jackson	BBC	Average	73.3	72.9	74.5	758	28.8%	3.67
31	West Point	BBC	Average	73.0	71.8	74.8	725	32.0%	3.65
32	Irwin	Clark	Average	72.9	68.5	76.5	2,238	24.5%	3.65
33	Hunter	BBC	Average	72.7	69.4	75.5	620	24.7%	3.64
34	Story	BBC	Average	72.5	70.1	74.0	220	31.8%	3.63
35	Benning	Clark	Average	72.4	70.9	72.7	3,303	30.5%	3.62
36	Hamilton	BBC	Average	72.2	74.5	70.6	194	38.1%	3.61
37	Lewis-McChord	Lincoln	Average	71.7	72.7	71.3	4,211	24.4%	3.59
38	Hood	Lendlease	Average	71.2	67.4	73.5	4,881	39.7%	3.56
39	Stewart	BBC	B. Average	69.0	66.4	71.7	2,025	19.3%	3.45
40	Picatinny	BBC	B. Average	68.0	70.3	64.4	66	40.9%	3.40
41	Bragg	Corvias	B. Average	66.2	62.3	68.3	4,967	27.0%	3.31
42	Belvoir	Clark	B. Average	65.9	65.3	65.6	1,895	38.2%	3.30
43	Carson	BBC	Poor	63.4	64.9	62.3	2,946	22.0%	3.17

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

C3. Installation Scores by Company, Current and Prior with Service Score Analysis:

Installation	Overall Score			Property Score			Service Score			Service Score < 70	Service (-)	Service (+)					
	FY21	FY20	Var.	FY21	FY20	Var.	FY21	FY20	Var.								
BBC																	
1	Bliss	73.9	70.7	3.2	71.5	68.6	2.9	75.0	71.7	3.3	X	(4.1)	3.3				
2	Carlisle	79.9	80.0	(0.1)	81.4	81.1	0.3	81.0	79.8	1.2			1.2				
3	Carson	63.4	65.5	(2.1)	64.9	64.5	0.4	62.3	66.4	(4.1)			4.3				
4	Detrick	81.0	76.3	4.7	82.3	77.5	4.8	80.0	75.7	4.3			5.9				
5	Eustis	78.3	73.2	5.1	73.6	69.8	3.8	81.6	75.7	5.9			6.2				
6	Gordon	74.6	69.0	5.6	73.1	67.8	5.3	76.8	70.6	6.2			(3.4)	0.6			
7	Hamilton	72.2	73.7	(1.5)	74.5	73.1	1.4	70.6	74.0	(3.4)				0.7			
8	Hunter	72.7	73.4	(0.7)	69.4	71.6	(2.2)	75.5	74.9	0.6			6.1				
9	Jackson	73.3	72.7	0.6	72.9	72.8	0.1	74.5	73.8	0.7			X	(19.5)	23.2		
10	Leonard Wood	73.7	69.4	4.3	70.7	68.9	1.8	76.3	70.2	6.1					5.7		
11	Picatinny	68.0	82.2	(14.2)	70.3	80.1	(9.8)	64.4	83.9	(19.5)			(4.1)	(4.1)	6.1		
12	Stewart	69.0	73.2	(4.2)	66.4	70.0	(3.6)	71.7	76.0	(4.3)					23.2		
13	Story	72.5	74.0	(1.5)	70.1	69.5	0.6	74.0	78.2	(4.2)					5.7		
14	Walter Reed	79.8	60.8	19.0	79.1	68.4	10.7	80.4	57.2	23.2					X	(4.1)	5.7
15	West Point	73.0	68.7	4.3	71.8	69.8	2.0	74.8	69.1	5.7							6.1
16	White Sands	83.2	85.8	(2.6)	82.1	82.7	(0.6)	83.2	87.3	(4.1)					5.4		
Clark																	
17	Belvoir	65.9	69.6	(3.7)	65.3	68.2	(2.9)	65.6	70.0	(4.4)	X	(4.4)			5.4		
18	Benning	72.4	73.4	(1.0)	70.9	71.3	(0.4)	72.7	75.1	(2.4)			2.0				
19	Camp Parks	78.8	83.4	(4.6)	74.3	79.5	(5.2)	81.8	86.5	(4.7)			(3.4)	2.0			
20	Irwin	72.9	77.3	(4.4)	68.5	74.4	(5.9)	76.5	79.9	(3.4)					5.4		
21	Moffett	75.0	74.3	0.7	69.9	72.8	(2.9)	78.7	76.7	2.0			X	(2.5)	5.4		
22	Monterey	75.2	70.1	5.1	74.3	70.4	3.9	76.0	70.6	5.4					5.0		
Corvias																	
23	Aberdeen	81.2	82.2	(1.0)	78.8	78.0	0.8	82.5	85.0	(2.5)	X	(2.5)	5.0				
24	Bragg	66.2	63.5	2.7	62.3	61.9	0.4	68.3	63.3	5.0			4.8				
25	Meade	74.1	68.4	5.7	71.9	66.3	5.6	74.4	69.6	4.8			(2.8)	0.9			
26	Polk	75.6	77.0	(1.4)	70.2	70.2	0.0	79.1	81.9	(2.8)					4.1		
27	Riley	79.7	81.5	(1.8)	77.6	79.2	(1.6)	80.6	82.5	(1.9)			(1.9)	0.9			
28	Rucker	82.2	81.6	0.6	77.1	76.4	0.7	85.6	84.7	0.9					4.1		
29	Sill	80.0	76.6	3.4	77.3	74.5	2.8	81.6	77.5	4.1					0.5		
Hunt																	
30	Lee	77.5	78.1	(0.6)	73.8	75.6	(1.8)	80.2	79.7	0.5			X	(5.0)	0.5		
31	Redstone	85.3	82.4	2.9	82.6	82.7	(0.1)	86.7	81.7	5.0	5.0						
Lendlease																	
32	Campbell	78.1	77.3	0.8	73.6	72.9	0.7	81.2	80.2	1.0	X	(3.5)	1.0				
33	Drum	83.4	81.4	2.0	79.2	77.4	1.8	86.0	83.7	2.3			2.3				
34	Greely	92.0	90.6	1.4	90.1	89.0	1.1	93.6	92.4	1.2			1.2				
35	Hawaii	79.5	76.7	2.8	74.7	72.1	2.6	82.5	79.5	3.0			(3.5)	3.0			
36	Hood	71.2	74.6	(3.4)	67.4	70.4	(3.0)	73.5	77.0	(3.5)					0.4		
37	Knox	80.3	80.8	(0.5)	76.3	77.6	(1.3)	82.8	82.4	0.4			(1.3)	0.4			
38	Wainwright	80.8	82.1	(1.3)	78.4	79.4	(1.0)	82.5	83.8	(1.3)					3.2		
Lincoln																	
39	Lewis-McChord	71.7	68.8	2.9	72.7	70.1	2.6	71.3	68.1	3.2	X	(4.3)	3.2				
40	Sam Houston	80.9	76.2	4.7	73.7	69.2	4.5	85.8	81.5	4.3			4.3				
Michaels																	
41	Huachuca	87.2	89.4	(2.2)	83.6	85.7	(2.1)	89.7	91.6	(1.9)	X	(1.9)	2.6				
42	Leavenworth	73.5	69.3	4.2	74.6	70.8	3.8	71.6	69.0	2.6			3.1				
43	Yuma	90.4	86.5	3.9	86.9	82.0	4.9	92.2	89.1	3.1			3.1				

Highlighting indicates the High, Low and Median of the Score Ranges for visual presentation. Installations in red decreased in Service Score.

C4. Current and Prior Score by Installation, Color Coded by Rating:

The chart below highlights how each Installation moved within the Score Ratings based on increases or decreases in one or more of the Satisfaction Indexes.

Rating	MHPI Company	Installation	Overall Score			Property Score			Service Score		
			FY21	FY20	Var.	FY21	FY20	Var.	FY21	FY20	Var.
Very Good to Outstanding	Lendlease	Greely	92.0	90.6	1.4	90.1	89.0	1.1	93.6	92.4	1.2
	Michaels	Yuma	90.4	86.5	3.9	86.9	82.0	4.9	92.2	89.1	3.1
	Michaels	Huachuca	87.2	89.4	(2.2)	83.6	85.7	(2.1)	89.7	91.6	(1.9)
	Hunt	Redstone	85.3	82.4	2.9	82.6	82.7	(0.1)	86.7	81.7	5.0
	Lendlease	Drum	83.4	81.4	2.0	79.2	77.4	1.8	86.0	83.7	2.3
	BBC	White Sands	83.2	85.8	(2.6)	82.1	82.7	(0.6)	83.2	87.3	(4.1)
	Corvias	Rucker	82.2	81.6	0.6	77.1	76.4	0.7	85.6	84.7	0.9
	Corvias	Aberdeen	81.2	82.2	(1.0)	78.8	78.0	0.8	82.5	85.0	(2.5)
	BBC	Detrick	81.0	76.3	4.7	82.3	77.5	4.8	80.0	75.7	4.3
	Lincoln	Sam Houston	80.9	76.2	4.7	73.7	69.2	4.5	85.8	81.5	4.3
	Lendlease	Wainwright	80.8	82.1	(1.3)	78.4	79.4	(1.0)	82.5	83.8	(1.3)
	Lendlease	Knox	80.3	80.8	(0.5)	76.3	77.6	(1.3)	82.8	82.4	0.4
	Corvias	Sill	80.0	76.6	3.4	77.3	74.5	2.8	81.6	77.5	4.1
Good	BBC	Carlisle	79.9	80.0	(0.1)	81.4	81.1	0.3	81.0	79.8	1.2
	BBC	Walter Reed	79.8	60.8	19.0	79.1	68.4	10.7	80.4	57.2	23.2
	Corvias	Riley	79.7	81.5	(1.8)	77.6	79.2	(1.6)	80.6	82.5	(1.9)
	Lendlease	Hawaii	79.5	76.7	2.8	74.7	72.1	2.6	82.5	79.5	3.0
	Clark	Camp Parks	78.8	83.4	(4.6)	74.3	79.5	(5.2)	81.8	86.5	(4.7)
	BBC	Eustis	78.3	73.2	5.1	73.6	69.8	3.8	81.6	75.7	5.9
	Lendlease	Campbell	78.1	77.3	0.8	73.6	72.9	0.7	81.2	80.2	1.0
	Hunt	Lee	77.5	78.1	(0.6)	73.8	75.6	(1.8)	80.2	79.7	0.5
	Corvias	Polk	75.6	77.0	(1.4)	70.2	70.2	0.0	79.1	81.9	(2.8)
	Clark	Monterey	75.2	70.1	5.1	74.3	70.4	3.9	76.0	70.6	5.4
	Clark	Moffett	75.0	74.3	0.7	69.9	72.8	(2.9)	78.7	76.7	2.0
Average	BBC	Gordon	74.6	69.0	5.6	73.1	67.8	5.3	76.8	70.6	6.2
	Corvias	Meade	74.1	68.4	5.7	71.9	66.3	5.6	74.4	69.6	4.8
	BBC	Bliss	73.9	70.7	3.2	71.5	68.6	2.9	75.0	71.7	3.3
	BBC	Leonard Wood	73.7	69.4	4.3	70.7	68.9	1.8	76.3	70.2	6.1
	Michaels	Leavenworth	73.5	69.3	4.2	74.6	70.8	3.8	71.6	69.0	2.6
	BBC	Jackson	73.3	72.7	0.6	72.9	72.8	0.1	74.5	73.8	0.7
	BBC	West Point	73.0	68.7	4.3	71.8	69.8	2.0	74.8	69.1	5.7
	Clark	Irwin	72.9	77.3	(4.4)	68.5	74.4	(5.9)	76.5	79.9	(3.4)
	BBC	Hunter	72.7	73.4	(0.7)	69.4	71.6	(2.2)	75.5	74.9	0.6
	BBC	Story	72.5	74.0	(1.5)	70.1	69.5	0.6	74.0	78.2	(4.2)
	Clark	Benning	72.4	73.4	(1.0)	70.9	71.3	(0.4)	72.7	75.1	(2.4)
	BBC	Hamilton	72.2	73.7	(1.5)	74.5	73.1	1.4	70.6	74.0	(3.4)
	Lincoln	Lewis-McChord	71.7	68.8	2.9	72.7	70.1	2.6	71.3	68.1	3.2
	Lendlease	Hood	71.2	74.6	(3.4)	67.4	70.4	(3.0)	73.5	77.0	(3.5)
B. Average	BBC	Stewart	69.0	73.2	(4.2)	66.4	70.0	(3.6)	71.7	76.0	(4.3)
	BBC	Picatinny	68.0	82.2	(14.2)	70.3	80.1	(9.8)	64.4	83.9	(19.5)
	Corvias	Bragg	66.2	63.5	2.7	62.3	61.9	0.4	68.3	63.3	5.0
	Clark	Belvoir	65.9	69.6	(3.7)	65.3	68.2	(2.9)	65.6	70.0	(4.4)
Poor	BBC	Carson	63.4	65.5	(2.1)	64.9	64.5	0.4	62.3	66.4	(4.1)

Outstanding	100.0 to 85.0
Very Good	84.9 to 80.0
Good	79.9 to 75.0
Average	74.9 to 70.0
B. Average	69.9 to 65.0
Poor	64.9 to 60.0
V. Poor	59.9 to 55.0

C5. Scores and Rating by MHPI Project (Sorted by MHPI Company):

For Army RCI Family Housing most MHPI Projects are a single Installation. In the chart below all MHPI Projects are listed, including those that are a single Installation.

Line	MHPI Company	MHPI Project	Dist.	Rec.	% Rec.	Overall	Property	Service	5 Point Score (Overall)
1	BBC	BLISS/WSMR	4,300	981	22.8%	74.9	72.7	75.9	3.75
2	BBC	CARLISLE/PICATINNY	303	117	38.6%	77.2	78.9	77.2	3.86
3	BBC	CARSON	2,946	647	22.0%	63.4	64.9	62.3	3.17
4	BBC	DETRICK/WALTER REED NMMC	519	182	35.1%	80.6	81.4	80.1	4.03
5	BBC	EUSTIS/STORY	1,017	314	30.9%	77.0	72.8	79.9	3.85
6	BBC	GORDON	844	212	25.1%	74.6	73.1	76.8	3.73
7	BBC	HAMILTON	194	74	38.1%	72.2	74.5	70.6	3.61
8	BBC	JACKSON	758	218	28.8%	73.3	72.9	74.5	3.67
9	BBC	LEONARD WOOD	1,605	330	20.6%	73.7	70.7	76.3	3.69
10	BBC	STEWART/HUNTER AA	2,645	543	20.5%	70.1	67.2	72.8	3.51
11	BBC	WEST POINT	725	232	32.0%	73.0	71.8	74.8	3.65
12	Clark	BELVOIR	1,895	723	38.2%	65.9	65.3	65.6	3.30
13	Clark	BENNING	3,303	1,006	30.5%	72.4	70.9	72.7	3.62
14	Clark	IRWIN/MOFFETT/PARKS	2,613	695	26.6%	73.6	69.1	77.2	3.68
15	Clark	PRESIDIO OF MONTEREY/NPS	1,992	608	30.5%	75.2	74.3	76.0	3.76
16	Corvias	ABERDEEN PROVING GROUND	743	391	52.6%	81.2	78.8	82.5	4.06
17	Corvias	BRAGG	4,967	1,341	27.0%	66.2	62.3	68.3	3.31
18	Corvias	MEADE	2,076	652	31.4%	74.1	71.9	74.4	3.71
19	Corvias	POLK	3,209	645	20.1%	75.6	70.2	79.1	3.78
20	Corvias	RILEY	3,603	996	27.6%	79.7	77.6	80.6	3.99
21	Corvias	RUCKER	1,270	381	30.0%	82.2	77.1	85.6	4.11
22	Corvias	SILL	1,679	574	34.2%	80.0	77.3	81.6	4.00
23	Hunt	LEE	1,349	387	28.7%	77.5	73.8	80.2	3.88
24	Hunt	REDSTONE ARSENAL	343	160	46.6%	85.3	82.6	86.7	4.27
25	Lendlease	CAMPBELL	3,914	1,093	27.9%	78.1	73.6	81.2	3.91
26	Lendlease	DRUM	3,549	1,436	40.5%	83.4	79.2	86.0	4.17
27	Lendlease	HAWAII	6,957	1,823	26.2%	79.5	74.7	82.5	3.98
28	Lendlease	HOOD	4,881	1,940	39.7%	71.2	67.4	73.5	3.56
29	Lendlease	KNOX	2,239	746	33.3%	80.3	76.3	82.8	4.02
30	Lendlease	WAINWRIGHT/GREELY	1,744	464	26.6%	81.6	79.2	83.3	4.08
31	Lincoln	JB LEWIS-MCCHORD	4,211	1,028	24.4%	71.7	72.7	71.3	3.59
32	Lincoln	SAM HOUSTON	852	287	33.7%	80.9	73.7	85.8	4.05
33	Michaels	HUACHUCA/YUMA PG	1,178	385	32.7%	87.8	84.2	90.1	4.39
34	Michaels	LEAVENWORTH	1,387	411	29.6%	73.5	74.6	71.6	3.68

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

C6. Select Questions by Installation (Sorted by MHPI Company/Installation):

The following questions were selected as areas indicative of Tenant 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 and quality of services received?

5a) Overall condition of your home?

Color Coding:

Areas rated as over 25% dissatisfied are indicated in red font and red highlight.

Dissatisfied equals a selection of a 2 or 1 as the response choice for the question. N/As are excluded.

Installation	Partner	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
BLISS	BBC	22.1%	18.1%	21.2%	28.3%
CARLISLE	BBC	25.6%	10.0%	13.8%	23.6%
CARSON	BBC	34.9%	29.5%	41.1%	37.5%
DETRICK	BBC	21.3%	10.5%	15.2%	28.6%
EUSTIS	BBC	19.8%	17.3%	11.6%	23.4%
GORDON	BBC	29.7%	19.3%	17.5%	35.5%
HAMILTON	BBC	18.9%	20.3%	37.8%	32.4%
HUNTER	BBC	35.3%	20.9%	23.6%	44.7%
JACKSON	BBC	24.3%	19.7%	23.8%	29.5%
LEONARD WOOD	BBC	32.0%	18.9%	19.6%	34.6%
PICATINNY	BBC	44.4%	22.2%	44.4%	48.1%
STEWART	BBC	33.2%	28.9%	25.5%	40.5%
STORY	BBC	34.3%	28.6%	31.4%	40.0%
WALTER REED	BBC	13.0%	14.8%	16.7%	20.4%
WEST POINT	BBC	25.0%	15.6%	26.1%	28.4%
WHITE SANDS	BBC	13.3%	7.7%	11.3%	11.3%
BELVOIR	Clark	27.9%	17.2%	34.4%	33.4%
BENNING	Clark	24.0%	20.3%	24.1%	30.3%
CAMP PARKS	Clark	18.8%	20.8%	18.8%	27.1%
IRWIN	Clark	31.2%	19.5%	16.2%	35.1%
MOFFETT	Clark	19.6%	12.8%	17.5%	31.3%
MONTEREY	Clark	18.4%	11.2%	21.0%	23.5%
ABERDEEN	Corvias	14.7%	7.8%	10.9%	22.0%
BRAGG	Corvias	33.1%	28.0%	32.1%	39.1%
MEADE	Corvias	23.9%	15.3%	22.7%	29.5%
POLK	Corvias	25.4%	20.5%	16.8%	30.2%
RILEY	Corvias	14.0%	13.3%	13.8%	18.8%
RUCKER	Corvias	16.4%	6.8%	11.7%	21.7%
SILL	Corvias	12.9%	9.6%	10.9%	19.1%
LEE	Hunt	24.3%	16.0%	17.4%	28.7%
REDSTONE	Hunt	14.6%	5.7%	10.0%	19.4%
CAMPBELL	Lendlease	19.8%	14.2%	14.3%	22.5%
DRUM	Lendlease	14.9%	8.7%	7.8%	19.3%
GREELY	Lendlease	12.5%	3.1%	0.0%	6.3%
HAWAII	Lendlease	13.0%	11.2%	11.4%	15.7%
HOOD	Lendlease	31.2%	22.6%	23.3%	38.4%
KNOX	Lendlease	16.6%	11.4%	11.6%	20.8%
WAINWRIGHT	Lendlease	14.4%	13.8%	12.0%	17.5%
LEWIS-MCCHORD	Lincoln	27.1%	19.5%	26.6%	30.4%
SAM HOUSTON	Lincoln	17.9%	9.8%	11.3%	23.1%
HUACHUCA	Michaels	10.1%	6.1%	7.0%	10.4%
LEAVENWORTH	Michaels	21.7%	11.0%	29.7%	24.9%
YUMA	Michaels	7.4%	4.5%	4.5%	11.8%

D. Awards - 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 Crystal Award Winners

Five (5) Installations achieved a Crystal Service Award for FY21. Sorted below by highest scores.

1. Yuma Proving Ground (Michaels)
2. Huachuca (Michaels)
3. Drum (Lendlease)
4. Sam Houston (Lincoln)
5. Rucker (Corvias)

Honorable Mention: Greely (Lendlease) and Redstone (Hunt). Both locations qualify with Service Scores and response rates but are not multi-neighborhood Installations as per the criteria.

Neighborhood A List Awards

A List Award: Fifty (50) Neighborhoods

Platinum A List Award: Twelve (12) Neighborhoods

Note: CEL does not round up for reporting or Award purposes. Crystal Award winners listed by highest scores.

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%.

E. Overall Results - Unaccompanied Housing

The Army RCI Unaccompanied Housing consists of five complexes within five separate Installations.

Army RCI Unaccompanied Housing scored in the Outstanding Range (100.0 to 85.0) for all Satisfaction Indexes.

The Overall Response Rate of 29.6% falls in the range of Good and is an increase of 10.3% from FY20.

Satisfaction Indexes			
Index	Current	Prior	Change
Overall Score	86.3	86.8	(0.5)
Property Score	86.1	86.5	(0.4)
Service Score	86.5	86.8	(0.3)
Response Rate	29.6%	19.3%	10.3%

E1. Response Rate by Building:

Building	FY21	FY20	Var.
Drum, The Timbers	45.9%	14.1%	31.8%
Bragg, Randolph Pointe	40.2%	16.6%	23.6%
Stewart, Marne Point	27.8%	26.3%	1.5%
Meade, Reece Crossings	20.7%	17.4%	3.3%
Irwin, Town Center	19.0%	28.9%	-9.9%

Drum and Bragg significantly increased response rates in FY21.

Although the minimum response rate goal was set at 20%, a response rate of 19.0% (Irwin, Town Center) is still reflective of Tenant opinions and is considered reliable.

E2. Satisfaction Index Scores by Building:

Installation	MHPI Company	Overall Score			Property Score			Service Score		
		FY21	FY20	Var.	FY21	FY20	Var.	FY21	FY20	Var.
*Bragg, Randolph Pointe	Corvias	88.1	84.5	3.6	85.4	82.7	2.7	89.4	84.6	4.8
*Drum, The Timbers	Lendlease	95.9	96.7	-0.8	94.5	94.7	-0.2	97.4	98.2	-0.8
Irwin, Town Center	Clark	77.4	79.3	-1.9	75.2	79.3	-4.1	79.6	79.5	0.1
Meade, Reece Crossings	Corvias	77.3	82.5	-5.2	82.5	84.2	-1.7	74.2	80.7	-6.5
*Stewart, Marne Point	BBC	89.5	94.8	-5.3	86.8	93.0	-6.2	91.1	96.4	-5.3

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

E3. Observations:

- 3 out of the 5 Buildings achieved Awards: Randolph Pointe (Bragg) and Marne Point (Stewart) achieved A List Awards, and The Timbers (Drum) achieved a Platinum A List Award for Service Excellence.
- All Buildings except Randolph Point (Bragg) decreased in scores for all Satisfaction Indexes, with the exception of Service for Town Center (Irwin).

E4. Select Satisfaction Questions by Installation:

Installation	MHPI Company	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
STEWART-UH	BBC	4.8%	8.2%	4.8%	7.9%
IRWIN-UH	Clark	26.1%	23.8%	18.2%	26.1%
BRAGG-UH	Corvias	1.9%	4.5%	7.5%	4.4%
MEADE-UH	Corvias	11.6%	10.1%	25.2%	10.0%
DRUM-UH	Lendlease	2.2%	3.4%	0.0%	2.2%

Areas rated over 20% dissatisfied are indicated in red font and red highlight.

F. Results by MHPI Company – Family Housing

F1. Overall Results by MHPI Company:

The scores for each MHPI Company were compared against the results for “Overall Army RCI Family Housing.” Michaels had the highest Overall Score at 80.4, followed by Hunt at 79.8. Lendlease had the largest portfolio by Tenant count with 23,284 surveys distributed; BBC had the largest Portfolio by number of Installations (16) and Neighborhoods surveyed (124). Hunt had the highest response rate at 32.3%.

Results by MHPI - FH								
Metric	Overall Army	BBC	Clark	Corvias	Hunt	Lend-lease	Lincoln	Michaels
Neighborhoods Surveyed	383	124	66	31	8	89	30	35
Surveys Distributed	75,810	15,856	9,803	17,547	1,692	23,284	5,063	2,565
Surveys Received	22,022	3,850	3,032	4,980	547	7,502	1,315	796
Response Rate	29.0%	24.3%	30.9%	28.4%	32.3%	32.2%	26.0%	31.0%
Overall Score	75.4	72.4	71.7	75.2	79.8	78.1	73.7	80.4
Property Score	72.6	71.1	69.9	71.8	76.3	74.0	72.9	79.2
Service Score	77.2	73.6	72.7	76.9	82.1	80.7	74.5	80.6
1 - Readiness to Solve Problems	77.8	73.5	73.6	77.9	83.3	81.2	74.7	82.5
2 - Responsiveness & Follow-Through	73.8	69.7	68.5	73.4	80.2	78.1	70.7	76.7
3 - Property Appearance & Condition	71.9	70.1	68.9	69.7	76.4	74.1	73.9	77.6
4 - Quality of Management Services	75.5	71.5	70.8	75.2	79.9	79.3	72.6	79.5
5 - Quality of Leasing	82.5	79.1	77.8	83.9	86.7	85.0	78.5	85.5
6 - Quality of Maintenance	80.6	78.3	76.0	80.4	84.4	83.8	78.0	82.3
7 - Property Rating	73.0	71.6	70.4	73.0	76.3	73.8	72.3	80.1
8 - Relationship Rating	76.0	72.0	72.1	75.6	81.0	79.5	73.9	80.5
9 - Renewal Intention	70.8	65.1	68.1	70.6	74.2	74.2	68.5	79.5
# Neigh. - Svc < 79	211	88	46	19	3	23	17	15
% Neigh. - Svc < 79	55.0%	70.9%	69.7%	61.3%	37.5%	25.8%	56.7%	42.8%
Neighborhoods - A List	50	8	3	2	2	20	6	9
Neighborhoods - Platinum	12	2	1	0	0	2	0	7
% Neigh. Winning Award	16.2%	8.1%	6.1%	6.5%	25.0%	24.7%	20.0%	45.7%

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

F2. Current and Prior Scores by MHPI Company:

Clark decreased for all Satisfaction Indexes. All other Companies increased in all Satisfaction Indexes except Hunt (0.8) in the Property Score. Lincoln increased by 3.1 points in the Property Score.

MHPI Company	Overall Score			Property Score			Service Score			Response Rate		
	FY21	FY20	Var.	FY21	FY20	Var.	FY21	FY20	Var.	FY21	FY20	Var.
BBC	72.4	71.1	1.3	71.1	69.7	1.4	73.6	72.4	1.2	24.3%	19.9%	4.4%
Clark	71.7	73.4	(1.7)	69.9	71.7	(1.8)	72.7	75.0	(2.3)	30.9%	30.3%	0.6%
Corvias	75.2	75.1	0.1	71.8	71.8	0.0	76.9	76.8	0.1	28.4%	27.0%	1.4%
Hunt	79.8	79.0	0.8	76.3	77.1	(0.8)	82.1	80.2	1.9	32.3%	37.5%	(5.2%)
Lendlease	78.1	77.8	0.3	74.0	73.7	0.3	80.7	80.2	0.5	32.2%	24.8%	7.4%
Lincoln	73.7	71.0	2.7	72.9	69.8	3.1	74.5	72.0	2.5	26.0%	14.5%	11.5%
Michaels	80.4	79.5	0.9	79.2	78.2	1.0	80.6	80.6	0.0	31.0%	27.2%	3.8%

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 and UH 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 Services used the same question set for FY21.
- ◆ Only Army Representatives had access to CEL Online Reporting.
- ◆ The survey is confidential and anonymous.

The Survey Process: CEL worked with the Army and each MHPI Company 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 77,400 surveys to Family and Unaccompanied Tenants living in RCI Housing. There were a total of 388 Neighborhoods/Buildings at 43 Installations.
- ◆ **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 each Tenant 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 at each project for Tenants to request a survey in the event the email containing the survey link was not received or was deleted. When a survey was requested, CEL verified the address provided by the Tenant and survey completion status for the address prior to sending a survey link for 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:** During the open survey cycle through reporting only Army Personnel and Army Representatives had access to CEL Online Reporting. The CEL Online Reporting includes 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 CEL Online Reporting 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 MHPI 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.



Reporting: CEL prepared consolidated reports by Overall Army, Housing Type (FH/UH), MHPI Company, 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.