



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

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## Introduction

The Department of the Army engaged RER Solutions, Inc. (“RER”) 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 6 Directorates at 21 Installations consisting of 124 Neighborhoods between October 2022 and December 2022. 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 Army Tenant Satisfaction Survey for Army Family Housing indicate little to no change at the overall level, with the majority of the scores increasing or decreasing by less than 1 point. There is more score movement at the Installation and Neighborhood levels. Four out of the 7 Installations within Europe showed improvement within the Overall and Service Scores, which is a good start.

For improvement to occur, Army should set an improvement goal of 3 to 4 points in Service for the next survey. To accomplish this goal, all Installations must be rallied to achieve this goal, attend the Action Plan trainings, and identify and improve in the areas noted in the current Tenant comments.

1. **The Overall Response Rate decreased by less than one percentage point.** The response rate of 25.5% is in the Good range and is an increase of 0.3% from the FY22 Survey. Of the 21 Installations, 18 Installations (85.7%) achieved the minimum response rate goal of 20%. *Reference page 3.*
2. **All Satisfaction Indexes remained the same or had an increase or decrease less than 0.2 points for FY23.** Scores moved 0.2 points or less for all Satisfaction Indexes, which equates to no change. There is more significant Score movement at the Directorate and Installation levels. *Reference page 3.*
3. **Army Family Housing scores decreased less than one point for 5 of the 9 BSFs.** The highest scoring BSF #5 (78.0) is the Quality of Leasing/Housing Office, which includes questions regarding initial contact, courtesy, communication, and ability to assist with the Housing. Army Family Housing scores decreased for 5 of the 9 BSFs. *Reference page 3.*
4. The Overall Score is in the range of Very Good (84.9 to 80.0) or higher for 4 of the 6 Directorates. *Reference page 4.*
5. Out of 23 Installations, 18 (78.3%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score, 1 (4.3%) rated Below Average (69.9 thru 65.0), and 4 (17.4%) rated Poor or below (64.9 and below). *Reference page 5.*
6. 57.8% of Tenants are satisfied with the level and quality of service received, 15.4% are neither satisfied nor dissatisfied, 23.4% are dissatisfied, and 3.4% have no opinion. CEL Score is 71.4. *Reference page 7.*
7. 67.5% of Tenants are satisfied with their home, 9.0% are neither satisfied nor dissatisfied, 21.0% are dissatisfied, and 2.6% had no opinion. CEL Score is 74.6. *Reference page 7.*
8. 66.7% of Tenants are satisfied with the condition of their home, 9.0% are neither satisfied nor dissatisfied, 23.4% are dissatisfied, and 0.8% had no opinion. CEL Score is 73.7. *Reference page 7.*

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

### B1. Overall Response Rates:

The response rate of 25.5% is in the Good range and is an increase of 0.3% from the FY22 Survey.

Of the 21 Installations, 18 Installations (85.7%) achieved the minimum Response Rate Goal of 20%.

Of the 21 Installations, 13 Installations (61.9%) achieved the Project Response Rate Goal of 30% or greater.

Response Rate	
Distributed	Received
9,240	2,357
<b>25.5%</b>	
FY22	Difference
25.2%	0.3%

### B2. Satisfaction Index Results for Overall:

All Satisfaction Indexes remained the same or had an increase or decrease less than 0.2 points for FY23.

Scores moved 0.2 points or less for all Satisfaction Indexes, which equates to no change.

There is more significant Score movement at the Directorate and Installation levels.

Satisfaction Indexes					
Index	FY23	FY22	Var.	5 Point Score FY23	CEL Rating FY23
Overall	72.3	72.3	0.0	3.62	Average
Property	71.8	71.7	0.1	3.59	Average
Service	72.6	72.8	(0.2)	3.63	Average

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

### Business Success Factors

Factor	FY23	FY22	Var.	5 Point Score FY23	CEL Rating FY23
1 - Readiness to Solve Problems	70.9	71.2	(0.3)	3.55	Average
2 - Responsiveness & Follow Through	70.1	70.3	(0.2)	3.51	Average
3 - Property Appearance & Condition	70.0	69.7	0.3	3.50	Average
4 - Quality of Management Services	70.2	70.9	(0.7)	3.51	Average
5 - Quality of Leasing/Housing Office	78.0	77.8	0.2	3.90	Good
6 - Quality of Maintenance Services	77.1	77.4	(0.3)	3.86	Good
7 - Property Rating	72.8	72.9	(0.1)	3.64	Average
8 - Relationship Rating	71.6	71.5	0.1	3.58	Average
9 - Renewal Intention	67.8	66.8	1.0	3.39	B. Average

### B3. Business Success Factors (“BSFs”) Results:

Army Family Housing scores decreased for 5 of the 9 BSFs by less than one point.

The highest scoring BSF #5 (78.0) is the Quality of Leasing/Housing Office, which includes questions regarding initial contact, courtesy, communication, and ability to assist with the Housing.

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

The Satisfaction Indexes by Overall and Directorate range from a high Service Score of 98.9 for Training to a low of 67.5 for Europe. Four of the six Directorates rated 100.0 (Outstanding) to 80.0 (Very Good) in Overall Satisfaction.

**Note:** The Other Leased and Training Directorate is each comprised of one Neighborhood (Camp Shelby and Natick respectively).

Line	Directorate	Surveys			Satisfaction Scores			# of Installations	Overall CEL Score Rating
		Dist.	Rec.	% Rec.	Overall	Property	Service		
1	EUROPE	6,962	1,581	22.7%	67.5	67.7	67.5	7	B. Average
2	OTHER LEASED	23	4	17.4%	71.0	71.6	72.1	1	Average
3	PACIFIC	1,805	577	32.0%	81.4	79.5	82.4	4	Very Good
4	READINESS	281	118	42.0%	83.7	80.8	84.8	5	Very Good
5	SUSTAINMENT	157	75	47.8%	84.9	84.4	84.9	3	Very Good
6	TRAINING	12	2	16.7%	92.2	85.7	98.9	1	Outstanding

#### B5. Current and Prior Scores by Overall and Directorate with Owned and Leased Breakouts:

Europe is the largest Directorate with 7 Installations and 6,962 Tenants. It is the only Directorate with any Satisfaction Index under a score of 70.0.

The Readiness Directorate improved within all Satisfaction Indexes between 1.8 and 3.8 points.

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	FY23	FY22	Var	FY23	FY22	Var	FY23	FY22	Var	FY23	FY22	Var
Army Owned & Leased	72.3	72.3	0.0	71.8	71.7	0.1	72.6	72.8	-0.2	25.5%	25.2%	0.3%
Army Owned	71.9	71.9	0.0	71.4	71.4	0.0	72.4	72.7	-0.3	27.5%	27.5%	0.0%
Army Leased	73.9	73.5	0.4	73.4	73.0	0.4	73.4	73.3	0.1	20.1%	19.3%	0.8%
<b>Europe Owned &amp; Leased</b>	67.5	67.7	(0.2)	67.7	67.6	0.1	67.5	68.2	(0.7)	22.7%	23.1%	(0.4%)
Europe Owned	64.8	65.3	(0.5)	65.3	65.4	(0.1)	64.9	66.0	(1.1)	24.2%	25.5%	(1.3%)
Europe Leased	73.7	73.2	0.5	73.3	72.8	0.5	73.3	73.1	0.2	20.0%	19.2%	0.8%
<b>Other Leased</b>	71.0	89.0	(18.0)	71.6	88.2	(16.6)	72.1	90.8	(18.7)	17.4%	25.0%	(7.6%)
<b>Pacific Owned</b>	81.4	83.3	(1.9)	79.5	81.6	(2.1)	82.4	84.5	(2.1)	32.0%	28.5%	3.5%
<b>Readiness-Owned &amp; Leased</b>	83.7	80.8	2.9	80.8	79.0	1.8	84.8	81.0	3.8	42.0%	46.1%	(4.1%)
Readiness-Owned	83.5	80.6	2.9	80.7	78.7	2.0	84.5	80.8	3.7	41.2%	46.0%	(4.8%)
Readiness-Leased	87.3	89.4	(2.1)	82.4	89.0	(6.6)	90.8	88.9	1.9	71.4%	50.0%	21.4%
<b>Sustainment-Owned</b>	84.9	87.5	(2.6)	84.4	86.6	(2.2)	84.9	87.5	(2.6)	47.8%	45.3%	2.5%
<b>Training Owned</b>	92.2	N/A	N/A	85.7	N/A	N/A	98.9	N/A	N/A	16.7%	N/A	N/A

Color grids have been used for visual representation of the high, median, and low range of data for each Satisfaction Index. All scores are based on a 1-100 score rating or 1-5. Scores are not a representation of percentages of a surveyed population.

#### Score Ratings

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

## B6. Overall Project Status by Number of Installations:

The 21 Installations were broken out into 23 Installations to provide a breakdown of Installations with both Owned and Leased.

- Out of 23 Installations, 18 (78.3%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score, 1 (4.3%) rated Below Average (69.9 thru 65.0), and 4 (17.4%) rated Poor or below (64.9 and below).
- Nine Installations, or 39.1% of the portfolio, increased in Overall Score.
- Four Installations rated in the range of Poor or below (64.9 and below).

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 23 Installations	Percent			Count		
Increased Scores:*	39.1%	34.8%	47.8%	9	8	11
Decreased Scores: <i>Less than 5 points</i> *	43.5%	39.1%	30.4%	10	9	7
Decreased Scores: <i>5 points or More</i> *	13.0%	21.7%	13.0%	3	5	3
Rated in the Outstanding, Very Good, Good, or Average Ranges 100.0 thru 70.0	78.3%	69.6%	73.9%	18	16	17
Rated in the Below Average range (69.9 thru 65.0)	4.3%	13.0%	4.3%	1	3	1
Rating Poor or below range (64.9 and below)	17.4%	17.4%	21.7%	4	4	5

\* One Installation had no prior scores. For Service Score – One Installation had zero difference.

## B7. Overall Project Status by Number of Neighborhoods:

124 Neighborhoods were surveyed within the 23 Installations.

- Out of the 124 Neighborhoods, 85, or 68.5%, rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.
- 25 Neighborhoods, or 20.2%, rated in the range of Poor or below (64.9 and below) for Overall Score.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 124 Neighborhoods	Percent			Count		
Increased Scores: *	44.4%	43.5%	51.6%	55	54	64
Decreased Scores: *	52.4%	53.2%	46.0%	65	66	57
Rated in the Outstanding, Very Good, Good, or Average Ranges 100.0 thru 70.0.	68.5%	65.3%	64.5%	85	81	80
Rated in the Below Average range (69.9 thru 65.0)	11.3%	15.3%	11.3%	14	19	14
Rating Poor or below range (64.9 and below)	20.2%	19.4%	24.2%	25	24	30

\* Three Neighborhoods had no prior scores. For Overall Score – One Neighborhood had zero difference. For Property Score – One Neighborhood had zero difference.

## B8. Grade/Rank of Responding Tenants:

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

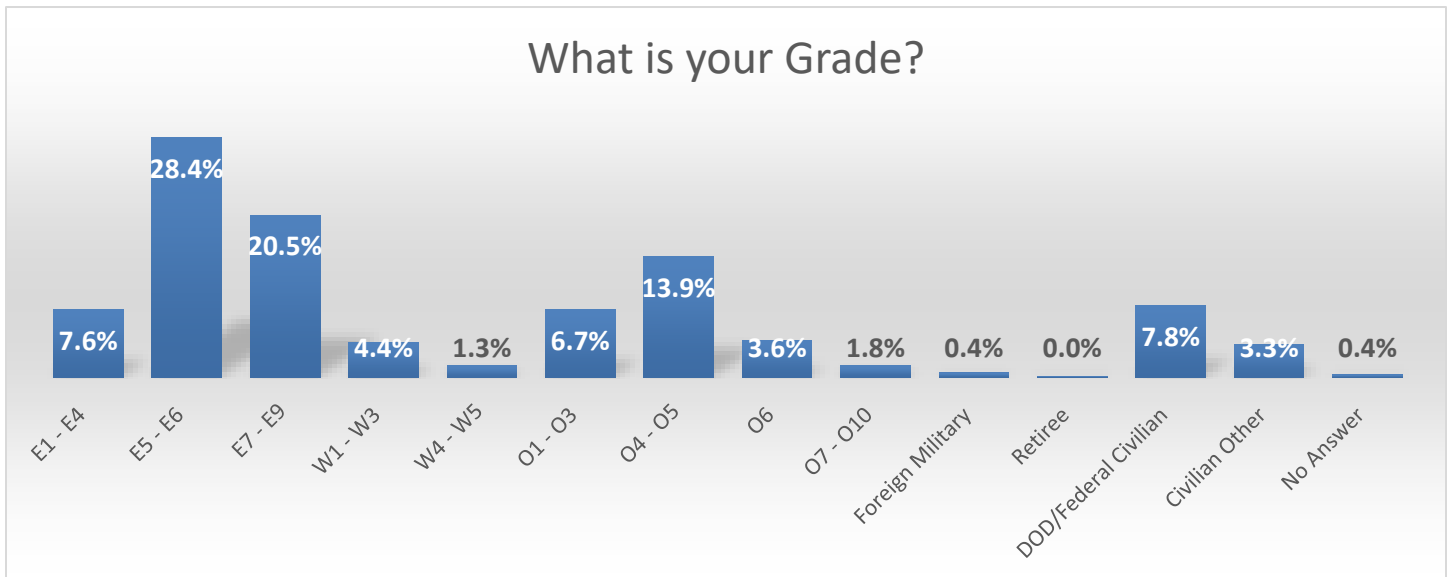
Actual question:

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

### Largest Selection of Grade

77.1% of the population self-selected one of the five categories of grades below.

E1 - E4	7.6%
E5 - E6	28.4%
E7 - E9	20.5%
O1 - O3	6.7%
O4 - O5	13.9%



### Full Data

Grade	Percent	Count
E1 - E4	7.6%	178
E5 - E6	28.4%	669
E7 - E9	20.5%	483
W1 - W3	4.4%	103
W4 - W5	1.3%	30
O1 - O3	6.7%	159
O4 - O5	13.9%	327
O6	3.6%	84
O7 - O10	1.8%	43
Foreign Military	0.4%	9
Retiree	0.0%	1
DOD/Federal Civilian	7.8%	185
Civilian Other	3.3%	77
No Answer	0.4%	9
<b>Total</b>	<b>100.1%</b>	<b>2,357</b>

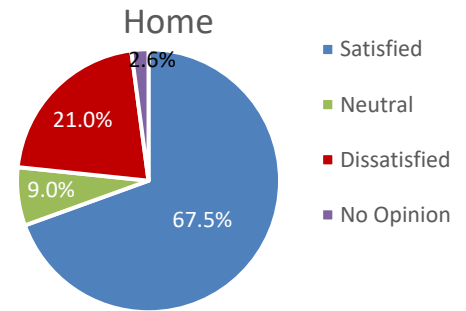
## B9. Select Questions:

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

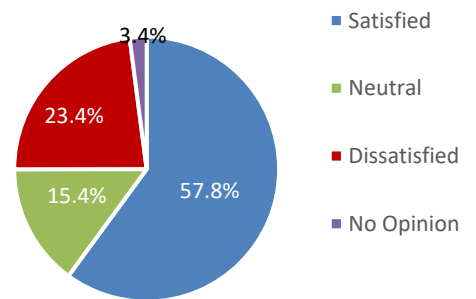
### Observations:

- Q2j) Overall level and quality of service you are receiving increased from 71.2 to 71.4.
- Q3d) Quality of maintenance work decreased from 78.3 to 78.1.
- Q3e) Follow-up on maintenance requests increased again in FY23 from 70.0 in FY22 to 70.4.
- Q5a) Overall condition of your home increased from 73.2 to 73.7.
- Q8f) The government housing office as your advocate, increased from 67.7 to 67.9.
- Q9a) I would recommend this housing community to others increased from 68.5 to 69.3.

Q8a) Tenant Satisfaction with



Q2j) Overall Level and Quality of Service Recieved



Question as Listed on the Survey	Satisfied	Neutral	Dissatisfied	No Opinion	CEL Score	5 Point Score
	5/4s	3s	2/1s			
2j) Overall level and quality of service you are receiving	57.8%	15.4%	23.4%	3.4%	71.4	3.57
3d) Quality of maintenance work	69.1%	11.1%	16.0%	3.8%	78.1	3.91
3e) Follow-up on maintenance requests to ensure satisfaction	52.8%	16.4%	24.2%	6.6%	70.4	3.52
5a) Overall condition of your home	66.7%	9.0%	23.4%	0.8%	73.7	3.69
8a) Overall satisfaction with your home	67.5%	9.0%	21.0%	2.6%	74.6	3.73
8b) Overall satisfaction with this housing community	62.5%	12.3%	22.0%	3.1%	73.2	3.66
8c) The health and safety of your home	68.0%	11.5%	17.0%	3.5%	76.8	3.84
8d) The health and safety of this community (parks, roads, lighting, etc.)	63.6%	11.7%	21.3%	3.4%	74.3	3.72
8e) The property management/housing office response to and correction of your health and safety concerns	53.2%	17.6%	19.6%	9.6%	71.9	3.59
8f) The government housing office as your advocate	46.1%	18.5%	24.3%	11.1%	67.9	3.39
8g) Your Chain of Command in engaging on housing issues	43.8%	18.5%	14.8%	22.9%	72.7	3.64
9a) I would recommend this housing community to others	57.4%	14.3%	26.3%	2.0%	69.3	3.46

## B10. Top and Bottom Five Scoring Questions:

CEL reviewed the Top and Bottom scoring questions for the FY23 Tenant Survey.

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

- The top five scoring questions range from 86.8 to 79.8 and include areas of courtesy, safety, security, and professionalism.
- The bottom five range from 66.8 to 63.6 and include areas of visitor parking, morale, and renewal.

Top 5 Scoring Questions Owned	
Question	Score
3c) Courtesy of maintenance personnel	86.8
4a) Safety	83.2
4b) Security	82.7
6b) Professionalism with which you were treated by the leasing/housing office	79.9
2c) Courtesy and respect with which you are treated	79.8

Bottom 5 Scoring Questions Owned	
Question	Score
7e) If extended at this installation, I would want to continue living in this housing community	66.8
7b) Overall Resident morale at this housing community is good	66.1
7d) The property management team is doing all they can to make this housing community appealing to Residents	65.5
7f) Given the choice in the future, I would seek/want to live in this housing community again	64.2
4d) Visitor parking	63.6

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

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

- The top five scoring questions range from 86.1 to 81.9 and include areas of safety, security, courtesy of maintenance, courtesy, respect, and professionalism from the housing office.
- The bottom five range from 68.5 to 61.8 and include areas such as appliances, follow-up from maintenance, visitor parking, interior finishes, and recreation areas.

Top 5 Scoring Questions Leased	
Question	Score
4a) Safety	86.1
2c) Courtesy and respect with which you are treated	83.6
3c) Courtesy of maintenance personnel	83.2
6b) Professionalism with which you were treated by the leasing/housing office	83.2
4b) Security	81.9

Bottom 5 Scoring Questions Leased	
Question	Score
5c) Appliances provided, if applicable	68.5
2b) Follow-up after problems are reported to be sure that they have been resolved	68.5
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	66.9
1d) Recreation areas	65.2
4d) Visitor parking	61.8

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



## 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 71.4% (Miami) to a low of 16.7% (Bavaria and Natick).

- Of the 21 Installations, 18 Installations (85.7%) achieved the minimum Response Rate Goal of 20%.
- Of the 21 Installations, 13 Installations (61.9%) achieved the Project Response Rate Goal of 30% or greater as indicated in green font below.
- Bavaria (16.7%) and Natick (16.7%) have response rates less than 20% but are still reflective of the Tenants' opinions.
- Camp Shelby, with a response rate of 17.4% and 4 Surveys returned is not reliable, however scores and comments should be reviewed to determine where improvement can be made.

Directorate		Installation	Distributed	Received	% Received	
1	Europe	1	Ansbach	479	101	21.1%
		2	Bavaria	3,167	528	16.7%
		3	Benelux	107	36	33.6%
		4	Italy	383	86	22.5%
		5	Rheinland Pfalz	619	244	39.4%
		6	Stuttgart	1,026	295	28.8%
		7	Wiesbaden	1,181	291	24.6%
TOTAL			6,962	1,581	22.7%	
2	Other Leased	1	Camp Shelby	23	4	17.4%
		TOTAL			23	4
3	Pacific	1	Camp Zama	607	202	33.3%
		2	Daegu	275	88	32.0%
		3	Humphreys	666	226	33.9%
		4	Kwajalein Atoll	257	61	23.7%
TOTAL			1,805	577	32.0%	
4	Readiness	1	Buchanan	27	15	55.6%
		2	Dugway PG	76	29	38.2%
		3	Hunter Liggett	60	28	46.7%
		4	McCoy	111	41	36.9%
		5	Miami	7	5	71.4%
TOTAL			281	118	42.0%	
5	Sustainment	1	Hawthorne AD	23	10	43.5%
		2	Myer-HH	54	27	50.0%
		3	Rock Island Arsenal	80	38	47.5%
TOTAL			157	75	47.8%	
6	Training	1	Natick	12	2	16.7%
		TOTAL			12	2
TOTAL			9,240	2,357	25.5%	

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

## C2. Scores and Rating by Installation:

The 21 Installations were broken out into 23 Installations to provide a breakdown of Installations with both Owned and Leased.

Results for the Overall Score include the following:

- 78.3% (18) Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0)
- 4.3% (1) rated Below Average (69.9 thru 65.0)
- 17.4% (4) rated Poor or below (64.9 or below)

Line	Installation	Directorate	Overall Score	Overall Score	Property Score	Service Score	Response Rate	Overall Score 5 Point Scale
1	McCoy-Owned	Readiness	94.0	Outstanding	91.9	95.4	36.9%	4.70
2	Natick-Owned	Training	92.2	Outstanding	85.7	98.9	16.7%	4.61
3	Camp Zama-Owned	Pacific	87.3	Outstanding	85.2	88.7	33.3%	4.37
4	Miami-Leased	Readiness	87.3	Outstanding	82.4	90.8	71.4%	4.37
5	Rock Island-Owned	Sustainment	87.2	Outstanding	87.5	87.1	47.5%	4.36
6	Myer-HH-Owned	Sustainment	85.9	Outstanding	86.3	85.9	50.0%	4.30
7	Daegu-Owned	Pacific	85.0	Outstanding	82.7	86.8	32.0%	4.25
8	Benelux-Leased	Europe	82.8	Very Good	78.5	86.0	33.6%	4.14
9	Hunter Liggett-Owned	Readiness	80.2	Very Good	79.0	80.0	46.7%	4.01
10	Humphreys-Owned	Pacific	79.8	Good	77.7	81.3	33.9%	3.99
11	Italy-Leased	Europe	77.6	Good	77.8	76.1	22.5%	3.88
12	Dugway PG-Owned	Readiness	76.9	Good	70.6	80.2	38.2%	3.85
13	Hawthorne AD-Owned	Sustainment	73.5	Average	67.6	74.4	43.5%	3.68
14	Buchanan-Owned	Readiness	73.4	Average	72.5	71.2	55.6%	3.67
15	Rheinland Pfalz-Owned	Europe	72.2	Average	68.0	75.3	39.4%	3.61
16	Bavaria-Leased	Europe	71.9	Average	71.8	71.3	18.7%	3.60
17	Camp Shelby-Leased	Other Leased	71.0	Average	71.6	72.1	17.4%	3.55
18	Bavaria-Owned & Leased	Europe	70.0	Average	70.5	69.2	16.7%	3.50
19	Bavaria-Owned	Europe	65.5	B. Average	67.8	64.5	13.4%	3.28
20	Wiesbaden-Owned	Europe	63.5	Poor	63.4	64.1	24.6%	3.18
21	Ansbach-Owned	Europe	62.1	Poor	62.1	63.5	21.1%	3.11
22	Kwajalein Atoll-Owned	Pacific	61.3	Poor	61.4	59.7	23.7%	3.07
23	Stuttgart-Owned	Europe	60.4	Poor	64.5	58.0	28.8%	3.02

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

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

### C3. Installation Scores Current and Prior by Directorate:

Out of 23 Installations, 18 (78.3%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.

Out of the 23 Installations, 9 Installations made improvement within the Overall Score. One Installation did not have prior scores. These Installations are listed with Blue Font.

- Europe: Six out of the nine Installations improved in the Overall Score.
- Other Leased: Camp Shelby declined within all Satisfaction Indexes between 16.6 and 18.7 points. Only 4 out of 23 Tenants responded.
- Pacific: Camp Zama improved less than one point in Overall and Service Satisfaction. Kwajalein declined significantly within all Satisfaction Indexes between 8.0 and 13.8 points.
- Readiness: Four out of the five Installations declined in two Satisfaction Indexes. Buchanan declined within all Satisfaction Indexes between 4.9 for the Service Score and 7.5 points for the Property Score.
- Sustainment: Hawthorne declined most notably in the Property Score by 10.9 points. Myer-HH and Rock Island both still have scores in the rating range of Outstanding (100.0 to 85.0).
- Training: This is a single Neighborhood without prior scores.

Region	Installation	Overall Score			Property Score			Service Score			Response Rate		
		FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	Dist.	Rec.	Var.
Europe	<b>Ansbach-Owned</b>	62.1	61.8	0.3	62.1	60.7	1.4	63.5	64.4	(0.9)	479	101	21.1%
Europe	Bavaria-Leased	71.9	71.5	0.4	71.8	71.2	0.6	71.3	70.9	0.4	1,945	364	18.7%
Europe	<b>Bavaria-Owned</b>	65.5	65.8	(0.3)	67.8	67.9	(0.1)	64.5	65.6	(1.1)	1,222	164	13.4%
Europe	Bavaria-O&L	70.0	69.5	0.5	70.5	70.1	0.4	69.2	69.1	0.1	3,167	528	16.7%
Europe	Benelux-Leased	82.8	80.6	2.2	78.5	76.0	2.5	86.0	84.5	1.5	107	36	33.6%
Europe	Italy-Leased	77.6	75.9	1.7	77.8	76.3	1.5	76.1	75.8	0.3	383	86	22.5%
Europe	Rheinland Pfalz-Owned	72.2	68.4	3.8	68.0	65.3	2.7	75.3	71.2	4.1	619	244	39.4%
Europe	<b>Stuttgart-Owned</b>	60.4	60.8	(0.4)	64.5	65.2	(0.7)	58.0	57.6	0.4	1,026	295	28.8%
Europe	<b>Wiesbaden-Owned</b>	63.5	67.3	(3.8)	63.4	65.8	(2.4)	64.1	69.7	(5.6)	1,181	291	24.6%
Other Leased	Camp Shelby-Leased	71.0	89.0	(18.0)	71.6	88.2	(16.6)	72.1	90.8	(18.7)	23	4	17.4%
Pacific	<b>Camp Zama-Owned</b>	87.3	87.0	0.3	85.2	85.7	(0.5)	88.7	88.1	0.6	607	202	33.3%
Pacific	Daegu-Owned	85.0	86.2	(1.2)	82.7	84.9	(2.2)	86.8	88.1	(1.3)	275	88	32.0%
Pacific	Humphreys-Owned	79.8	81.4	(1.6)	77.7	79.4	(1.7)	81.3	82.7	(1.4)	666	226	33.9%
Pacific	<b>Kwajalein Atoll-Owned</b>	61.3	72.9	(11.6)	61.4	69.4	(8.0)	59.7	73.5	(13.8)	257	61	23.7%
Readiness	Buchanan-Owned	73.4	78.4	(5.0)	72.5	80.0	(7.5)	71.2	76.1	(4.9)	27	15	55.6%
Readiness	Dugway PG-Owned	76.9	77.4	(0.5)	70.6	71.5	(0.9)	80.2	80.2	0.0	76	29	38.2%
Readiness	<b>Hunter Liggett-Owned</b>	80.2	68.5	11.7	79.0	69.4	9.6	80.0	66.4	13.6	60	28	46.7%
Readiness	McCoy-Owned	94.0	94.1	(0.1)	91.9	93.5	(1.6)	95.4	94.1	1.3	111	41	36.9%
Readiness	Miami-Leased	87.3	89.4	(2.1)	82.4	89.0	(6.6)	90.8	88.9	1.9	7	5	71.4%
Sustainment	Hawthorne AD-Owned	73.5	77.6	(4.1)	67.6	78.5	(10.9)	74.4	74.3	0.1	23	10	43.5%
Sustainment	Myer-HH-Owned	85.9	89.0	(3.1)	86.3	88.6	(2.3)	85.9	88.7	(2.8)	54	27	50.0%
Sustainment	<b>Rock Island-Owned</b>	87.2	86.8	0.4	87.5	85.2	2.3	87.1	87.2	(0.1)	80	38	47.5%
Training	Natick-Owned	92.2	N/A	N/A	85.7	N/A	N/A	98.9	N/A	N/A	12	2	16.7%

Scores are based on a 1-100 score rating. Scores are not percentages of a surveyed population. Red font on Installation name indicates an Overall Score less than 70.0.

#### Score Ratings

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

#### 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.

Q8a) Considering all factors how satisfied are you with your home overall?

Q8b) Considering all factors how satisfied are you with your housing community?

Q2j) Overall level and quality of services received?

Q5a) Overall condition of your home?

Directorate	Installation	Q8a. Dissatisfied Home	Q8b. Community	Q2j. Services Overall	Q5a. Condition of Home
Europe	Ansbach-Owned	49.0%	54.0%	37.2%	44.0%
Europe	Bavaria-Leased	15.3%	15.4%	26.8%	21.1%
Europe	Bavaria-Owned	30.0%	37.1%	35.5%	35.0%
Europe	Benelux-Leased	11.4%	12.1%	5.6%	19.4%
Readiness	Buchanan-Owned	7.1%	0.0%	14.3%	20.0%
Other Leased	Camp Shelby-Leased	0.0%	0.0%	25.0%	25.0%
Pacific	Camp Zama-Owned	11.4%	6.3%	3.6%	8.5%
Pacific	Daegu-Owned	7.0%	14.0%	8.1%	9.2%
Readiness	Dugway PG-Owned	14.3%	21.4%	3.4%	14.3%
Sustainment	Hawthorne AD-Owned	30.0%	0.0%	20.0%	30.0%
Pacific	Humphreys-Owned	12.1%	17.5%	9.7%	13.3%
Readiness	Hunter Liggett-Owned	10.7%	7.1%	18.5%	7.1%
Europe	Italy-Leased	13.4%	11.3%	14.0%	15.1%
Pacific	Kwajalein-Owned	35.0%	18.6%	40.0%	50.8%
Readiness	McCoy-Owned	0.0%	2.4%	4.9%	2.4%
Readiness	Miami-Leased	20.0%	20.0%	0.0%	0.0%
Sustainment	Myer-HH-Owned	11.5%	3.8%	3.8%	11.5%
Training	Natick-Owned	0.0%	0.0%	0.0%	0.0%
Europe	Rheinland-Owned	18.1%	23.8%	17.5%	20.2%
Sustainment	Rock Island-Owned	7.9%	2.6%	10.5%	7.9%
Europe	Stuttgart-Owned	32.4%	35.2%	47.4%	30.2%
Europe	Wiesbaden-Owned	35.1%	33.9%	35.6%	38.8%

## 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 FY23. Sorted below by highest scores.

1. Camp Zama-Owned (Pacific)
2. Meyer-HH (Sustainment)
3. Rock Island Arsenal-Owned (Sustainment)
4. Benelux-Leased (Europe)

**Honorable Mention:** Single Neighborhood Installations: McCoy-Owned, Miami-Leased, and Daegu-Owned. All three locations qualify with Service Scores and Response Rates but are not multi-neighborhood Installations as per the criteria.

### Neighborhood Awards

**A List Award:** Twenty-One (21) Neighborhoods

**Platinum Award:** Five (5) 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 92.1 (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 FY23.
- ◆ 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 9,240 surveys to Tenants living in Army Family Housing. There were a total of 124 Neighborhoods at 21 Installations. For reporting purposes, the 21 Installations were reported on as 23 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.
- ◆ **Survey 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:

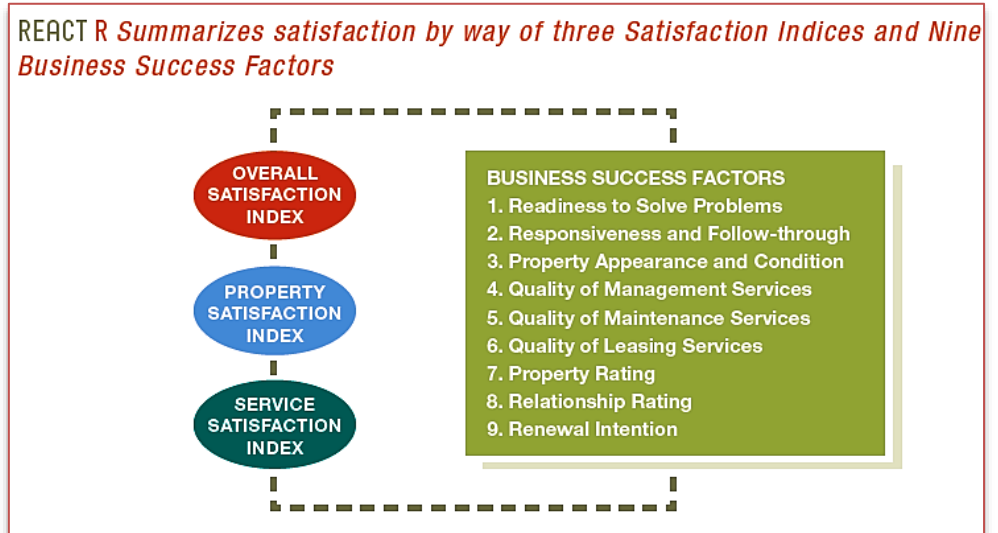
Fiscal Year	REACT Report Year
FY23	2022
FY22	2021
FY21	2020
FY20	2019 (2)
FY19	2019 (1)
FY18	2018

## 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 Army FH Overall, a Directorate, 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 Services 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.*