



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

Prepared by: CEL & Associates, Inc.
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Introduction

The Department of the Army engaged Archetype I LLC 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 17 Installations consisting of 114 Neighborhoods between March 2024 and May 2024. 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 improvement within all areas service related. The Europe Directorate continues to improve and build on the momentum from FY23. For future improvement to occur, Army should continue with the current goal of a 3 to 4 point increase in Service for the next survey. To accomplish this goal, all Installations must identify and improve in the areas noted in the current Tenant comments. All reporting and comments should be reviewed to a Neighborhood level.

1. **The response rate of 26.2% is in the Good range and is an increase of 0.7% from the FY23 Survey.** Of the 17 Installations, 16 Installations (94.1%) achieved the minimum Response Rate Goal of 20.0%, and 7 of 17 the Installations (41.2%) achieved the Project Response Rate Goal of 30.0% or greater. *Reference page 3.*
2. **The Overall and Service Score increased, and the Property Score decreased less than one point.** The Service Score increased 1.2 points, Overall 0.7, and the Property Score declined 0.1 point. There is more significant Score movement at the Directorate and Installation levels. *Reference page 3.*
3. **Army Family Housing scores increased for 8 of the 9 BSFs.** The highest scoring BSF, #5 (79.9), is for Quality of Leasing/Housing Office, which includes questions regarding initial contact, courtesy, communication, and ability to assist with the housing. *Reference page 3.*
4. The Overall Score is in the range of Very Good (84.9 to 80.0) or higher for 5 of the 6 Directorates. *Reference page 4.*
5. Out of 19 Installations (see Installation Count notes on page 5), 15 (78.9%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score, 2 (10.5%) rated Below Average (69.9 thru 65.0), and 2 (10.5%) rated Poor or below (64.9 and below). *Reference page 5.*
6. 59.7% of Tenants are satisfied with the level and quality of service received, 15.8% are neither satisfied nor dissatisfied, 22.2% are dissatisfied, and 3.3% have no opinion. CEL Score is 72.3. *Reference page 7.*
7. 68.8% of Tenants are satisfied with their home, 8.0% are neither satisfied nor dissatisfied, 21.1% are dissatisfied, and 3.3% had no opinion. CEL Score is 75.1. *Reference page 7.*
8. 68.4% of Tenants are satisfied with the condition of their home, 8.5% are neither satisfied nor dissatisfied, 23.0% are dissatisfied, and 0.4% had no opinion. CEL Score is 74.2. *Reference page 7.*

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

B1. Overall Response Rates:

The response rate of 26.2% is in the Good range and is an increase of 0.7% from the FY23 Survey.

The minimum response rate goal was set at 20.0% with an overall project goal of 30.0%.

Of the 17 Installations, 16 Installations (94.1%) achieved the minimum Response Rate Goal of 20.0%, and 7 of 17 Installations (41.2%) achieved the Project Response Rate Goal of 30.0% or greater.

Response Rate	
Distributed	Received
8,851	2,318
26.2%	
FY23	Difference
25.5%	0.7%

B2. Satisfaction Index Results for Overall:

The Overall and Service Score increased, and the Property Score decreased less than one point.

The Service Score increased 1.2 points, Overall 0.7, and the Property Score declined 0.1.

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

Satisfaction Indexes					
Index	FY24	FY23	Var.	5 Point Score FY24	CEL Rating FY24
Overall	73.0	72.3	0.7	3.65	Average
Property	71.7	71.8	(0.1)	3.59	Average
Service	73.8	72.6	1.2	3.69	Average

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

Business Success Factors

Factor	FY24	FY23	Var.	5 Point Score FY24	CEL Rating FY24
1 - Readiness to Solve Problems	72.8	70.9	1.9	3.64	Average
2 - Responsiveness & Follow Through	71.5	70.1	1.4	3.58	Average
3 - Property Appearance & Condition	69.1	70.0	(0.9)	3.46	B. Average
4 - Quality of Management Services	71.1	70.2	0.9	3.56	Average
5 - Quality of Leasing/Housing Office	79.9	78.0	1.9	4.00	Good
6 - Quality of Maintenance Services	78.0	77.1	0.9	3.90	Good
7 - Property Rating	73.1	72.8	0.3	3.66	Average
8 - Relationship Rating	72.5	71.6	0.9	3.63	Average
9 - Renewal Intention	68.9	67.8	1.1	3.45	B. Average

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

Army Family Housing scores increased in 8 of the 9 BSFs.

BSF #1 Readiness to Solve Problems and BSF #5 Quality of Leasing/Housing Office both increased 1.9 points.

The highest scoring BSF #5 (79.9) is the Quality of Leasing/Housing Office, which includes questions regarding initial contact, courtesy, communication, and ability to assist with the housing.

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

B4. Overall Comparison by Directorate:

The Satisfaction Indexes by Directorate range from a high Service Score of 86.0 for Readiness to a low Property Score of 68.2 for Europe. Five of the six Directorates rated 84.9 to 80.0 (Very Good) in Overall Satisfaction.

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

Line	Directorate	Surveys			Satisfaction Scores			# of Installations	Overall CEL Score Rating
		Dist.	Rec.	% Rec.	Overall	Property	Service		
1	EUROPE	6,723	1,736	25.8%	69.4	68.2	70.2	7	B. Average
2	OTHER LEASED	34	21	61.8%	84.9	83.8	84.9	1	Very Good
3	PACIFIC	1,928	492	25.5%	83.5	82.2	84.1	4	Very Good
4	READINESS	91	38	41.8%	82.3	76.2	86.0	2	Very Good
5	SUSTAINMENT	69	26	37.7%	84.8	83.7	84.4	2	Very Good
6	TRAINING	6	5	83.3%	81.8	78.5	85.2	1	Very Good

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

Europe is the largest Directorate with 7 Installations and 6,723 Tenants. It is the only Directorate with any Satisfaction Index under a score of 70.0, however all Satisfaction Indexes improved: 1.9 for Overall, 0.5 for Property, and 2.7 for Service.

The other 5 Directorates have Overall Scores ranging from 81.8 to 84.9.

Portfolio Report Name	Overall Score			Property Score			Service Score			Response Rate		
	FY24	FY23	Var	FY24	FY23	Var	FY24	FY23	Var	FY24	FY23	Var
Army Owned & Leased	73.0	72.3	0.7	71.7	71.8	(0.1)	73.8	72.6	1.2	26.2%	25.5%	0.7%
Army Owned	72.5	71.9	0.6	71.1	71.4	(0.3)	73.5	72.4	1.1	26.6%	27.5%	(0.9%)
Army Leased	74.4	73.9	0.5	73.3	73.4	(0.1)	74.6	73.4	1.2	25.2%	20.1%	5.1%
Europe Owned & Leased	69.4	67.5	1.9	68.2	67.7	0.5	70.2	67.5	2.7	25.8%	22.7%	3.1%
Europe Owned	67.2	64.8	2.4	66.0	65.3	0.7	68.3	64.9	3.4	26.5%	24.2%	2.3%
Europe Leased	74.0	73.7	0.3	72.9	73.3	(0.4)	74.1	73.3	0.8	24.6%	20.0%	4.6%
Other Leased	84.9	71.0	13.9	83.8	71.6	12.2	84.9	72.1	12.8	61.8%	17.4%	44.4%
Pacific Owned	83.5	81.4	2.1	82.2	79.5	2.7	84.1	82.4	1.7	25.5%	32.0%	(6.5%)
Readiness-Owned & Leased	82.3	83.7	(1.4)	76.2	80.8	(4.6)	86.0	84.8	1.2	41.8%	42.0%	(0.2%)
Readiness-Owned	82.1	83.5	(1.4)	76.0	80.7	(4.7)	86.0	84.5	1.5	42.9%	41.2%	1.7%
Readiness-Leased	85.6	87.3	(1.7)	81.5	82.4	(0.9)	86.3	90.8	(4.5)	28.6%	71.4%	(42.8%)
Sustainment-Owned	84.8	84.9	(0.1)	83.7	84.4	(0.7)	84.4	84.9	(0.5)	37.7%	47.8%	(10.1%)
Training Owned	81.8	92.2	(10.4)	78.5	85.7	(7.2)	85.2	98.9	(13.7)	83.3%	16.7%	66.6%

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 17 Installations were broken out into 19 Installations to provide a breakdown of Installations with both Owned and Leased. For FY24, Bavaria is the only Installation with both Owned and Leased. Bavaria is listed as 3 Installations including: 1) Owned and Leased, 2) Leased, and 3) Owned.

- Out of 19 Installations, 15 (78.9%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score, 2 (10.5%) rated Below Average (69.9 thru 65.0), and 2 (10.5%) rated Poor or below (64.9 and below).
- Thirteen Installations, or 72.2% of the portfolio, increased in Overall Score.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 19 Installations*	Percent			Count		
Increased Scores:*	72.2.4%	66.6%	66.6%	13	12	12
Decreased Scores: <i>Less than 5 points</i> *	22.2%	27.7%	27.7%	4	5	5
Decreased Scores: <i>5 points or More</i> *	5.5%	5.5%	5.5%	1	1	1
Rated in the Outstanding, Very Good, Good, or Average Ranges 100.0 thru 70.0	78.9%	78.9%	84.2%	15	15	16
Rated in the Below Average range (69.9 thru 65.0)	10.5%	5.3%	5.3%	2	1	1
Rating Poor or below range (64.9 and below)	10.5%	15.8%	10.5%	2	3	2

* One Installation had no prior scores. For FY24, Bavaria is the only Installation with Owned and Leased. Bavaria is listed as 3 Installations broken down by 1) Owned and Leased, 2) Leased, and 3) Owned.

B7. Overall Project Status by Number of Neighborhoods:

114 Neighborhoods were surveyed within the 19 Installations.

- Out of the 114 Neighborhoods, 76, or 66.7%, rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.
- 17 Neighborhoods, or 14.9%, 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 114 Neighborhoods*	Percent			Count		
Increased Scores: *	54.0%	54.9%	59.3%	61	62	67
Decreased Scores: *	45.1%	44.2%	39.8%	51	50	45
Rated in the Outstanding, Very Good, Good, or Average Ranges 100.0 thru 70.0.	66.7%	64.9%	72.8%	76	74	83
Rated in the Below Average range (69.9 thru 65.0)	17.5%	12.3%	9.6%	20	14	11
Rating Poor or below range (64.9 and below)	14.9%	21.9%	16.7%	17	25	19

* One Neighborhood had no surveys returned. One Neighborhood had no prior scores.

B8. Grade/Rank of Responding Tenants:

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

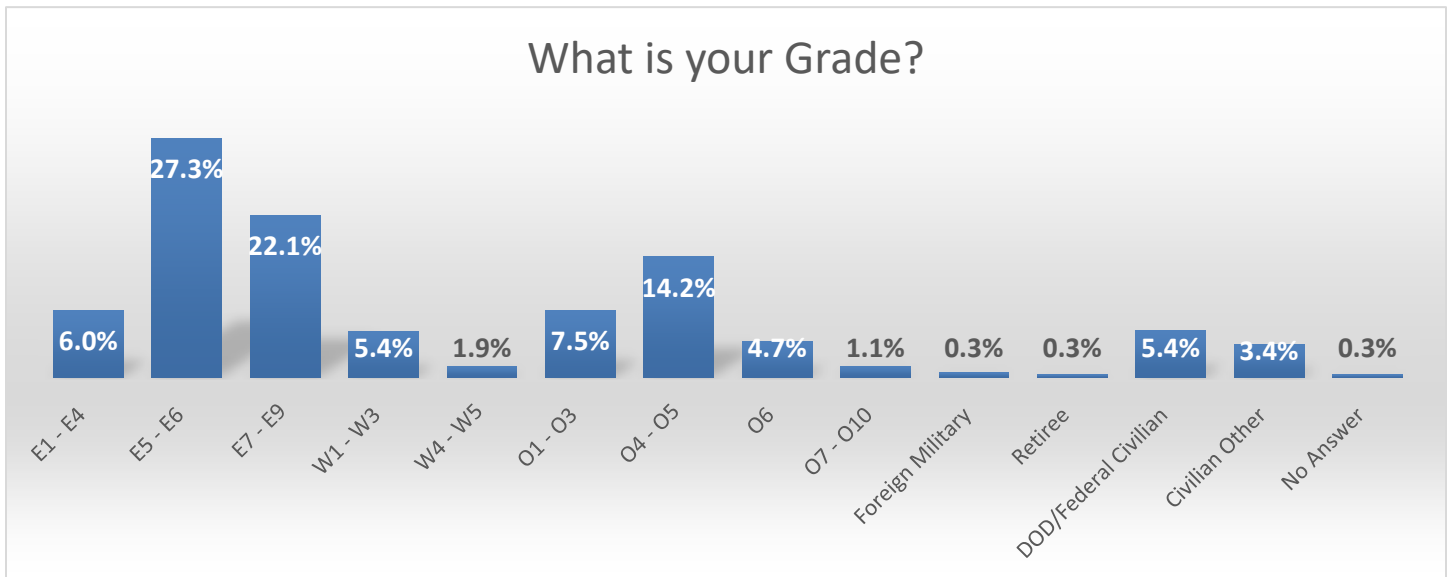
Actual question:

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	6.0%
E5 - E6	27.3%
E7 - E9	22.1%
O1 - O3	7.5%
O4 - O5	14.2%



Full Data

Grade	Percent	Count
E1 - E4	6.0%	140
E5 - E6	27.3%	632
E7 - E9	22.1%	512
W1 - W3	5.4%	125
W4 - W5	1.9%	45
O1 - O3	7.5%	175
O4 - O5	14.2%	330
O6	4.7%	109
O7 - O10	1.1%	26
Foreign Military	0.3%	7
Retiree	0.3%	6
DOD/Federal Civilian	5.4%	126
Civilian Other	3.4%	79
No Answer	0.3%	6
Total	100%	2,318

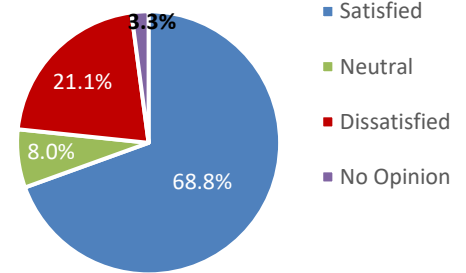
B9. Select Questions:

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

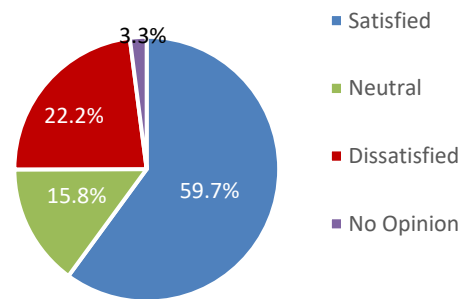
Observations:

- Q2j) Overall level and quality of service you are receiving increased from 71.4 to 72.3.
- Q3d) Quality of maintenance work increased from 78.1 to 78.6.
- Q3e) Follow-up on maintenance requests increased from 70.4 to 71.4.
- Q5a) Overall condition of your home increased from 73.7 to 74.2.
- Q8f) The government housing office as your advocate, increased from 67.9 to 68.2.
- Q9a) I would recommend this housing community to others increased from 69.3 to 70.2.

Q8a) Tenant Satisfaction with Home



Q2j) 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	3s	2/1s			
2j) Overall level and quality of service you are receiving	59.7%	15.8%	22.2%	3.3%	72.3	3.62
3d) Quality of maintenance work	72.0%	9.9%	16.3%	2.3%	78.6	3.93
3e) Follow-up on maintenance requests to ensure satisfaction	55.5%	16.0%	24.2%	5.2%	71.4	3.57
5a) Overall condition of your home	68.4%	8.5%	23.0%	0.4%	74.2	3.71
8a) Overall satisfaction with your home	68.8%	8.0%	21.1%	3.3%	75.1	3.76
8b) Overall satisfaction with this housing community	64.2%	11.6%	21.7%	4.0%	73.7	3.69
8c) The health and safety of your home	70.1%	11.3%	16.5%	3.9%	77.3	3.87
8d) The health and safety of this community (parks, roads, lighting, etc.)	65.4%	11.8%	20.5%	4.0%	74.6	3.73
8e) The property management/housing office response to and correction of your health and safety concerns	54.4%	18.4%	18.9%	9.4%	72.5	3.63
8f) The government housing office as your advocate	47.2%	19.2%	23.5%	11.5%	68.2	3.41
8g) Your Chain of Command in engaging on housing issues	44.0%	19.4%	14.4%	24.0%	72.7	3.64
9a) I would recommend this housing community to others	59.4%	14.5%	25.3%	1.9%	70.2	3.51

B10. Top and Bottom Five Scoring Questions:

CEL reviewed the Top and Bottom scoring questions for the FY24 Tenant Survey.

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

- The top five scoring questions range from 87.4 to 80.6, up from 86.8 to 79.8 in FY23. The questions and question order remained the same for FY24 as compared to FY23.
- The bottom five range from 66.6 to 62.7 and include areas of management, landscaping, visitor parking, morale, and renewal.

Top 5 Scoring Questions Owned	
Question	Score
3c) Courtesy of maintenance personnel	87.4
4a) Safety	84.6
4b) Security	84.0
6b) Professionalism with which you were treated by the leasing/housing office	82.6
2c) Courtesy and respect with which you are treated	80.6

Bottom 5 Scoring Questions Owned	
Question	Score
7d) The property management team is doing all they can to make this housing community appealing to Residents	66.6
1c) Landscaping	66.2
7b) Overall Resident morale at this housing community is good	66.0
7f) Given the choice in the future, I would seek/want to live in this housing community again	64.6
4d) Visitor parking	62.7

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 85.8 to 82.2 and include areas of safety, security, courtesy, respect, courtesy of maintenance, and professionalism from the housing office. The questions stayed the same for FY24 as compared to FY23, but the question order varied.
- The bottom five range from 67.3 to 63.4 and include areas such as pest control, recreation areas, visitor parking, interior finishes, and appliances provided.

Top 5 Scoring Questions Leased	
Question	Score
4a) Safety	85.8
4b) Security	83.6
2c) Courtesy and respect with which you are treated	83.5
3c) Courtesy of maintenance personnel	83.5
6b) Professionalism with which you were treated by the leasing/housing office	82.2

Bottom 5 Scoring Questions Leased	
Question	Score
5e) Pest Control	67.3
5c) Appliances provided	67.0
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	66.2
1d) Recreation areas	65.4
4d) Visitor parking	63.4

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 83.3% (Eisenhower) to a low of 15.0% (Kwajalein Atoll).

- Of the 17 Installations, 16 Installations (94.1%) achieved the minimum Response Rate Goal of 20.0%.
- Of the 17 Installations, 7 Installations (41.2%) achieved the Project Response Rate Goal of 30.0% or greater as indicated in green font below.
- Bavaria, which is the largest Installation with 2,885 Tenants, increased the response rate from 16.7% in FY23 to 22.8% for FY24.
- Camp Shelby increased the response rate from 17.4% in FY23 to 61.8% for FY24.

Directorate		Installation	Distributed	Received	% Received
1 Europe	1	Ansbach	483	131	27.1%
	2	Bavaria	2,885	657	22.8%
	3	Benelux	102	27	26.5%
	4	Italy	357	73	20.4%
	5	Rheinland Pfalz	601	166	27.6%
	6	Stuttgart	1,062	329	31.0%
	7	Wiesbaden	1,233	353	28.6%
			TOTAL	6,723	1,736
2 Other Leased	1	Camp Shelby	34	21	61.8%
			TOTAL	34	21
3 Pacific	1	Camp Zama	601	149	24.8%
	2	Daegu	283	104	36.7%
	3	Humphreys	791	201	25.4%
	4	Kwajalein Atoll	253	38	15.0%
			TOTAL	1,928	492
4 Readiness	1	Dugway PG	84	36	42.9%
	2	Miami	7	2	28.6%
			TOTAL	91	38
5 Sustainment	1	Hawthorne AD	18	7	38.9%
	2	Myer-Henderson Hall	51	19	37.3%
			TOTAL	69	26
6 Training	1	Eisenhower	6	5	83.3%
			TOTAL	6	5
TOTAL			8,851	2,318	26.2%

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

C2. Scores and Rating by Installation:

The 17 Installations were broken out into 19 Installations to provide a breakdown of Installations with both Owned and Leased.

Results for the Overall Score include the following:

- 78.9% (15) Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score,
- 10.5% (2) Installations rated Below Average (69.9 thru 65.0), and 10.5% (2) rated Poor or below (64.9 and below).

Line	Installation	Directorate	Overall Score	Overall Score	Property Score	Service Score	Response Rate	Overall Score 5 Point Scale
1	HAWTHORNE AD-OWNED	SUSTAINMENT	89.0	Outstanding	81.3	91.9	38.9%	4.45
2	CAMP ZAMA-OWNED	PACIFIC	88.2	Outstanding	86.8	89.4	24.8%	4.41
3	DAEGU-OWNED	PACIFIC	87.8	Outstanding	85.3	89.7	36.7%	4.39
4	MIAMI-LEASED	READINESS	85.6	Outstanding	81.5	86.3	28.6%	4.28
5	CAMP SHELBY-LEASED	OTHER LEASED	84.9	Very Good	83.8	84.9	61.8%	4.25
6	MYER-HH-OWNED	SUSTAINMENT	83.2	Very Good	84.6	81.7	37.3%	4.16
7	DUGWAY PG-OWNED	READINESS	82.1	Very Good	76.0	86.0	42.9%	4.11
8	EISENHOWER-OWNED	TRAINING	81.8	Very Good	78.5	85.2	83.3%	4.09
9	HUMPHREYS-OWNED	PACIFIC	80.1	Very Good	78.9	80.3	25.4%	4.01
10	ITALY-LEASED	EUROPE	77.2	Good	76.1	77.4	20.4%	3.86
11	BENELUX-LEASED	EUROPE	75.2	Good	71.7	78.3	26.5%	3.76
12	BAVARIA-LEASED	EUROPE	73.4	Average	72.5	73.4	25.3%	3.67
13	BAVARIA-OWNED & LEASED	EUROPE	73.2	Average	72.4	73.2	22.8%	3.66
14	BAVARIA-OWNED	EUROPE	72.4	Average	72.4	72.6	18.0%	3.62
15	KWAJALEIN ATOLL-OWNED	PACIFIC	70.7	Average	72.1	68.2	15.0%	3.54
16	RHEINLAND PFALZ-OWNED	EUROPE	69.3	B. Average	64.0	74.2	27.6%	3.47
17	WIESBADEN-OWNED	EUROPE	69.3	B. Average	65.8	72.0	28.6%	3.47
18	ANSBACH-OWNED	EUROPE	62.8	Poor	64.3	61.6	27.1%	3.14
19	STUTTGART-OWNED	EUROPE	62.7	Poor	64.2	61.6	31.0%	3.14

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 19 Installations, 15 (78.9%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.

Out of the 19 Installations, 13 Installations made improvement within the Overall Score. One Installation did not have prior scores.

- Europe: Six out of the nine Installations improved in the Overall Score. Bavaria-Owned improved 6.9 points in Overall Score, 4.6 points in Property Score, and 8.1 points in the Service Score.
- Other Leased: Camp Shelby increased within all Satisfaction Indexes between 12.2 and 13.9 points. Camp Shelby also increased response rates from 17.4% to 61.8%.
- Pacific: All Installations improved in Overall and Property Score. 3 out of the 4 Installations have scores in the Outstanding to Very Good Range (100.0 thru 80.0). Kwajalein Atoll improved 9.4 points in Overall Score.
- Readiness: This Directorate decreased from 5 to 2 Installations for FY24 due to privatization. Dugway and Miami have scores in the Very Good to Outstanding ranges.
- Sustainment: Hawthorne increased most notably in the Service Score by 17.5 points. Myer-HH decreased for all Satisfaction Scores but still has scores in the Very Good to Outstanding ranges.
- Training: This is a single new Neighborhood without prior scores with the Service Score of 85.2 rating in the range of Outstanding (100.0 thru 85.0).

Region	Installation	Overall Score			Property Score			Service Score			Response Rate		
		FY24	FY23	Var.	FY24	FY23	Var.	FY24	FY23	Var.	Dist.	Rec.	% Rec.
Europe	Ansbach-Owned	62.8	62.1	0.7	64.3	62.1	2.2	61.6	63.5	(1.9)	483	131	27.1%
Europe	Bavaria-Leased	73.4	71.9	1.5	72.5	71.8	0.7	73.4	71.3	2.1	1,879	476	25.3%
Europe	Bavaria-Owned	72.4	65.5	6.9	72.4	67.8	4.6	72.6	64.5	8.1	1,006	181	18.0%
Europe	Bavaria-O&L	73.2	70.0	3.2	72.4	70.5	1.9	73.2	69.2	4.0	2,885	657	22.8%
Europe	Benelux-Leased	75.2	82.8	(7.6)	71.7	78.5	(6.8)	78.3	86.0	(7.7)	102	27	26.5%
Europe	Italy-Leased	77.2	77.6	(0.4)	76.1	77.8	(1.7)	77.4	76.1	1.3	357	73	20.4%
Europe	Rheinland Pfalz-Owned	69.3	72.2	(2.9)	64.0	68.0	(4.0)	74.2	75.3	(1.1)	601	166	27.6%
Europe	Stuttgart-Owned	62.7	60.4	2.3	64.2	64.5	(0.3)	61.6	58.0	3.6	1,062	329	31.0%
Europe	Wiesbaden-Owned	69.3	63.5	5.8	65.8	63.4	2.4	72.0	64.1	7.9	1,233	353	28.6%
Other Leased	Camp Shelby-Leased	84.9	71.0	13.9	83.8	71.6	12.2	84.9	72.1	12.8	34	21	61.8%
Pacific	Camp Zama-Owned	88.2	87.3	0.9	86.8	85.2	1.6	89.4	88.7	0.7	601	149	24.8%
Pacific	Daegu-Owned	87.8	85.0	2.8	85.3	82.7	2.6	89.7	86.8	2.9	283	104	36.7%
Pacific	Humphreys-Owned	80.1	79.8	0.3	78.9	77.7	1.2	80.3	81.3	(1.0)	791	201	25.4%
Pacific	Kwajalein Atoll-Owned	70.7	61.3	9.4	72.1	61.4	10.7	68.2	59.7	8.5	253	38	15.0%
Readiness	Dugway PG-Owned	82.1	76.9	5.2	76.0	70.6	5.4	86.0	80.2	5.8	84	36	42.9%
Readiness	Miami-Leased	85.6	87.3	(1.7)	81.5	82.4	(0.9)	86.3	90.8	(4.5)	7	2	28.6%
Sustainment	Hawthorne AD-Owned	89.0	73.5	15.5	81.3	67.6	13.7	91.9	74.4	17.5	18	7	38.9%
Sustainment	Myer-HH-Owned	83.2	85.9	(2.7)	84.6	86.3	(1.7)	81.7	85.9	(4.2)	51	19	37.3%
Training	Eisenhower-Owned	81.8	-	-	78.5	-	-	85.2	-	-	6	5	83.3%

Scores are based on a 1-100 score rating. Scores are not percentages of a surveyed population. Red font for 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 Installation:

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	42.3%	38.5%	42.5%	40.0%
Europe	Bavaria-Leased	17.0%	15.0%	20.1%	22.6%
Europe	Bavaria-Owned	20.3%	23.5%	25.6%	22.9%
Europe	Benelux-Leased	14.8%	16.0%	23.1%	15.4%
Other Leased	Camp Shelby-Leased	4.8%	0.0%	14.3%	4.8%
Pacific	Camp Zama-Owned	4.3%	6.4%	5.1%	5.4%
Pacific	Daegu-Owned	5.8%	8.8%	5.0%	5.8%
Readiness	Dugway PG-Owned	11.1%	19.4%	8.6%	13.9%
Training	Eisenhower-Owned	20.0%	20.0%	20.0%	20.0%
Sustainment	Hawthorne AD-Owned	0.0%	0.0%	0.0%	0.0%
Pacific	Humphreys-Owned	9.7%	14.4%	13.6%	10.0%
Europe	Italy-Leased	22.4%	13.8%	18.1%	18.3%
Pacific	Kwajalein Atoll-Owned	18.4%	11.1%	22.9%	26.3%
Readiness	Miami-Leased	50.0%	0.0%	0.0%	50.0%
Sustainment	Myer-HH-Owned	15.8%	11.1%	26.3%	15.8%
Europe	Rheinland-Owned	28.3%	32.3%	22.4%	32.7%
Europe	Stuttgart-Owned	32.5%	33.6%	39.4%	30.4%
Europe	Wiesbaden-Owned	29.0%	30.9%	22.9%	29.8%

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

Two (2) Installations achieved a Crystal Service Award for FY24. Sorted below by highest scores.

1. Camp Zama-Owned (Pacific) – 89.4
2. Dugway Pg-Owned (Readiness) – 86.0

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

Neighborhood Awards

Platinum Award: Four (4) Neighborhoods

A List Award: Fourteen (14) 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 20.0%.
- Platinum Award: Service Satisfaction Index Score of at least 91.7 (varies annually), and a Response Rate of at least 20.0%.

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 FY24.
- ◆ 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 8,851 surveys to Tenants living in Army Family Housing. There were a total of 114 Neighborhoods at 17 Installations. For reporting purposes, the 17 Installations were reported on as 19 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 eight 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
FY24	2024
FY23	2022
FY22	2021
FY21	2020
FY20	2019 (2)
FY19	2019 (1)

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.