

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

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Prepared: May 2024

Introduction

Army Headquarters engaged Archetype I LLC 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 48 Installations consisting of 397 Family Housing Neighborhoods and 5 Unaccompanied Buildings 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:

For Army Privatized Family Housing Overall, scores improved from a rating of Average (74.9 to 70.0) to Good (79.9 to 75.0). While improvement was made within the Overall (2.4) and Property Scores (1.5), the greatest improvement was made in the Service Score (3.0) as well as all associated Business Success Factors. The type and tone of the comments are more positive, providing specifics on what is needed to increase satisfaction versus overall critique. This places Army Privatized Housing Installations in a position to further increase scores by utilizing Tenant feedback to target efforts and improve service.

1. **The Overall Response Rate increased.** The response rate of 29.1% is in the Good range and is an increase of 6.1% from the FY23 survey. *Reference page 3.*
2. **All Satisfaction Index scores increased between 1.5 and 3.0 points.** Army Privatized Family Housing Scores are in the rating range of Good for Overall 75.8 and Service 77.7, with the Property Score rating Average at 72.3. *Reference page 3.*
3. Out of 48 Installations, 83.3% (40) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 8.3% (4) rated Below Average (69.9 thru 65.0), and 8.3% (4) rated Poor or Very Poor (64.9 thru 55.0). *Reference page 4.*
4. 31 (66.0%) out of 48 Installations increased in the Overall Satisfaction Index.
5. Out of 397 Family Housing Neighborhoods, 73.8% (293) of Neighborhoods rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0), 15.4% (61) rated Below Average (69.9 thru 65.0), 9.1% (36) rated Poor or Very Poor (64.9 thru 55.0), and 1.8% (7) rated Crisis (54.9 or below). *Reference page 4.*
6. 69.5% of Tenants are satisfied with their home, 9.1% are neither satisfied nor dissatisfied, 21.1% are dissatisfied, and 0.7% have no opinion. *Reference page 6.*
7. 63.4% of Tenants are satisfied with the condition of their home, 10.4% are neither satisfied nor dissatisfied, 26.1% are dissatisfied, and 0.6% have no opinion. *Reference page 6.*
8. 67.3% of Tenants are satisfied with the level and quality of service received, 13.6% are neither satisfied nor dissatisfied, 18.4% are dissatisfied, and 1.8% have no opinion. *Reference page 6.*

B. Overall Results for Privatized Family Housing

B1. Overall Response Rates:

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

The response rate of 29.1% is in the Good range and is an increase of 6.1% from the FY23 survey.

46 out of 48 Installations met or exceeded the 20.0% response rate minimum goal.

31 out of 48 Installations met or exceeded the 30.0% response rate project goal.

Overall Army PH Response Rate	
Distributed	Received
79,015	22,991
29.1%	
FY23	Difference
23.0%	+6.1%

B2. Satisfaction Index Results:

All Satisfaction Index scores increased between 1.5 and 3.0 points.

Army Privatized Family Housing Scores are in the rating range of Good for Overall 75.8 and Service 77.7, with the Property Score rating Average at 72.3.

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

Satisfaction Indexes					
Index	FY24	FY23	Var.	5 Point Score FY24	CEL Rating FY24
Overall	75.8	73.4	2.4	3.79	Good
Property	72.3	70.8	1.5	3.62	Average
Service	77.7	74.7	3.0	3.89	Good

Business Success Factors

Factor	FY24	FY23	Var.	5 Point Score FY24	CEL Rating FY24
1 - Readiness to Solve Problems	78.3	75.3	3.0	3.92	Good
2 - Responsiveness & Follow Through	74.5	70.8	3.7	3.73	Average
3 - Property Appearance & Condition	70.6	70.0	0.6	3.53	Average
4 - Quality of Management Services	75.6	72.8	2.8	3.78	Good
5 - Quality of Leasing Services	82.1	79.7	2.4	4.11	V. Good
6 - Quality of Maintenance Services	81.6	78.3	3.3	4.08	V. Good
7 - Property Rating	73.3	71.3	2.0	3.67	Average
8 - Relationship Rating	76.3	73.7	2.6	3.82	Good
9 - Renewal Intention	72.6	70.2	2.4	3.63	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 Privatized FH scores increased for all nine of the Business Success Factors.

The BSFs impacting the Service Score had the greatest increases including Responsiveness & Follow Through 3.7, Readiness to Solve Problems 3.0, and Quality of Maintenance Services 3.3.

The highest scoring BSFs include Quality of Leasing Services 82.1 followed by Quality of Maintenance Services 81.6, both in the rating range of Very Good (84.9 to 80.0).

B4. Overall Project Status by Number of Installations:

Out of 48 Installations, 83.3% (40) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 8.3% (4) rated Below Average (69.9 thru 65.0), and 8.3% (4) rated Poor or below (64.9 or below).

- 31 (66.0%) Installations increased in the Overall Satisfaction Index.
- 33 (68.8%) Installations increased in the Service Satisfaction Index.
- Of the 16 Installations⁽¹⁾ that decreased in Overall Satisfaction Index, 12 (25.5%) Installations decreased less than 5 points.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 48 Installations⁽¹⁾	Percent			Count		
Increased Scores:	66.0%	66.0%	68.8%	31	31	33
Decreased Scores: <i>Less than 5 points</i>	25.5%	27.7%	22.9%	12	13	11
Decreased Scores: 5 or <i>more points</i>	8.5%	6.4%	8.3%	4	3	4
Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0)	83.3%	68.8%	81.3%	40	33	39
Rated in the Below Average range (69.9 thru 65.0)	8.3%	22.9%	10.4%	4	11	5
Rating Poor or Very Poor ranges (64.9 thru 55.0)	8.3%	8.3%	8.3%	4	4	4

Note: (1) For Overall Score – One Installation had zero difference. For Property Score – One Installation had zero difference.

B5. Overall Project Status by Number of Neighborhoods:

Out of 397 Family Housing Neighborhoods, 73.8% (293) of Neighborhoods rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0), 15.4% (61) rated Below Average (69.9 thru 65.0), 9.1% (36) rated Poor or Very Poor (64.9 thru 55.0), and 1.8% (7) rated Crisis (54.9 or below).

- 235 (61.2%) Neighborhoods increased in the Overall Satisfaction Index.
- 149 (37.5%) Neighborhoods decreased in the Overall Satisfaction Index.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 397 Neighborhoods⁽¹⁾	Percent			Count		
Increased Scores:	61.2%	58.1%	63.0%	235	222	242
Decreased Scores:	38.8%	41.9%	37.0%	149	160	142
Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0)	73.8%	63.5%	78.6%	293	252	312
Rated in the Below Average range (69.9 thru 65.0)	15.4%	20.2%	10.3%	61	80	41
Rating Poor or Very Poor ranges (64.9 thru 55.0)	9.1%	13.6%	8.6%	36	54	34
Rated in the Crisis range (54.9 or below)	1.8%	2.8%	2.5%	7	11	10

Note: (1) Nine Neighborhoods had no prior scores. For Overall Score – Four Neighborhoods had zero difference. For Property Score – Six Neighborhoods had zero difference. For Service Score – Four Neighborhoods had zero difference.

B6. Demographics of responding Tenants:

Selection of Grade

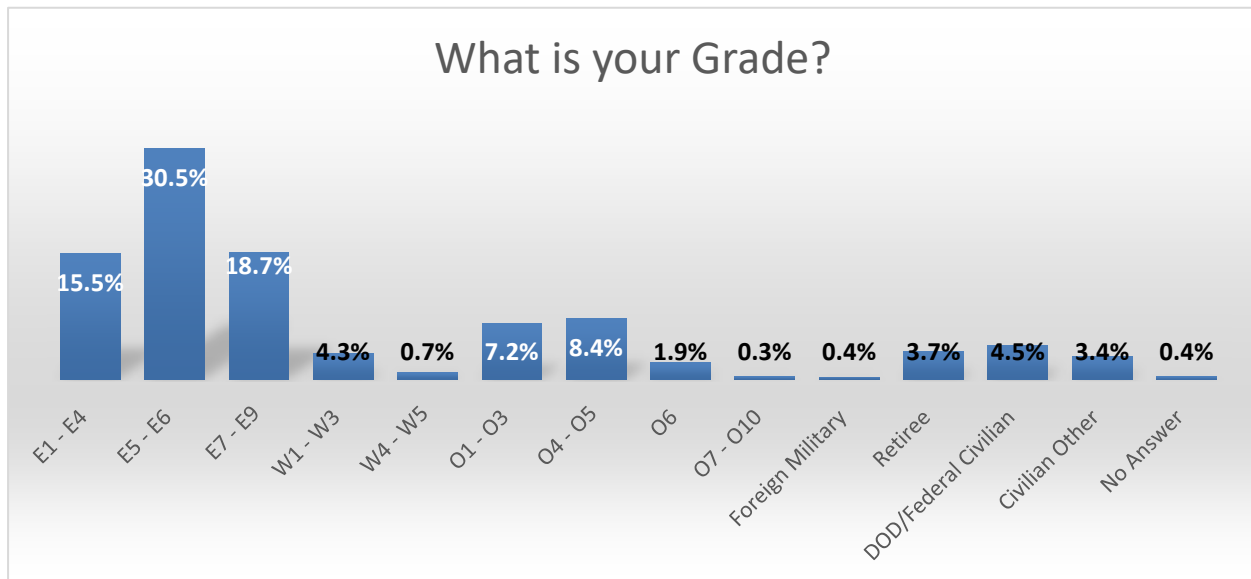
Tenants were asked to self-select their grade on the last question of the survey.

80.3% of the population self-selected one of the five categories of grades below.

Actual question on the Survey:

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

E1 - E4	15.5%
E5 - E6	30.5%
E7 - E9	18.7%
O1 - O3	7.2%
O4 - O5	8.4%



Complete Data:

Grade	Percent	Count
E1 - E4	15.5%	3,566
E5 - E6	30.5%	7,003
E7 - E9	18.7%	4,297
W1 - W3	4.3%	991
W4 - W5	0.7%	167
O1 - O3	7.2%	1,660
O4 - O5	8.4%	1,937
O6	1.9%	441
O7 - O10	0.3%	77
Foreign Military	0.4%	83
Retiree	3.7%	856
DOD/Federal Civilian	4.5%	1,038
Civilian Other	3.4%	791
No Answer	0.4%	84
Total	99.9%	22,991

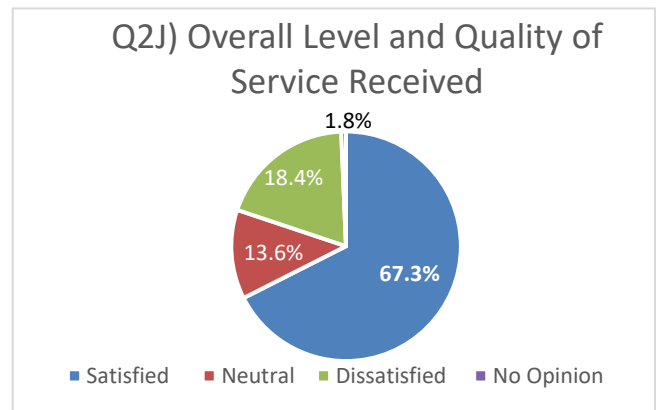
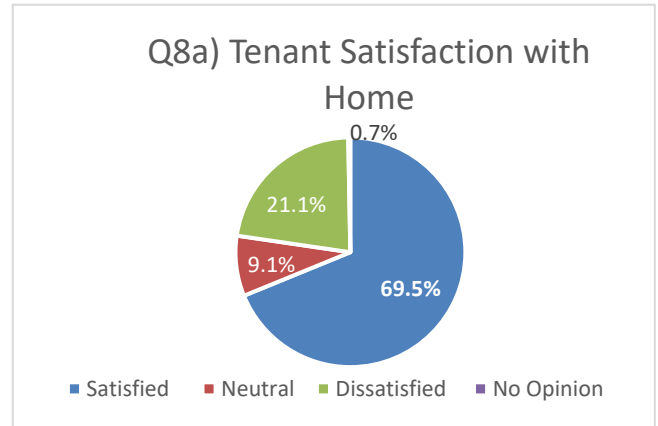
B7. Select Questions:

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:

All questions increased between 0.7% to 4.1% (Q3e) Follow-up on maintenance requests to ensure satisfaction. Results indicate satisfaction improved overall.

- The lowest scoring “Select Question” remains Q5a) Overall Condition of your home. The score did improve for FY24 from a “Below Average” rating of 69.8% to an Average rating of 71.4%.
- Q2j) Overall level and quality of service you are receiving increased from 73.3 in FY23 to 76.4 in FY24.
- Q3e) Follow-up on maintenance requests increased to 77.5 from 73.4 in FY23.



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	67.3%	13.6%	18.4%	1.8%	76.4	3.82
3d) Quality of maintenance work	71.0%	9.6%	18.1%	1.7%	78.5	3.93
3e) Follow-up on maintenance requests to ensure satisfaction	66.5%	13.5%	17.8%	2.9%	77.5	3.88
5a) Overall condition of your home	63.4%	10.4%	26.1%	0.6%	71.4	3.57
8a) Overall satisfaction with your home	69.5%	9.1%	21.1%	0.7%	75.0	3.75
8b) Overall satisfaction with this housing community	70.6%	13.1%	15.7%	1.3%	77.5	3.88
8c) The health and safety of your home	66.2%	12.5%	20.9%	1.4%	74.8	3.74
8d) The health and safety of this community (parks, roads, lighting, etc.)	61.7%	12.9%	24.8%	1.3%	72.2	3.61
8e) The property management/housing office response and correction of your health and safety concerns	60.6%	16.8%	18.0%	5.2%	74.8	3.74
8f) The government housing office as your advocate	50.1%	20.5%	15.5%	14.7%	73.3	3.67
9a) I would recommend this housing community to others	62.9%	16.2%	20.1%	1.8%	73.1	3.66

B8. Highest and Lowest Scoring Questions Overall Project:

CEL reviewed the Top and Bottom scoring questions for the FY24 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	FY24 Score	FY23 Score	Var.	BSF
3c) Courtesy of maintenance personnel	89.7	88.1	1.6	6
2c) Courtesy and respect with which you are treated (Management)	84.9	83.2	1.7	8
6b) Professionalism with which you were treated by the leasing/housing office	84.5	82.6	1.9	5
4a) Safety	84.1	81.8	2.3	7
3a) Responsiveness of maintenance personnel	83.6	79.2	4.4	6

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

Bottom 5 Scoring Questions				
Question	FY24 Score	FY23 Score	Var.	BSF
1d) Recreation areas	69.1	69.0	0.1	3
1c) Landscaping	67.4	65.9	1.5	3
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	66.4	64.5	1.9	Non-Coded
1e) Condition of roads, parking areas, sidewalks and common areas	66.2	66.7	(0.5)	3
5b) Landscaping (immediate area around your home/building)	66.1	64.8	1.3	7

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

The top five scoring questions range from 89.7 to 83.6 and include areas such as courtesy, respect, and professionalism of staff, safety, and responsiveness of maintenance personnel.

Questions 1-4 are the same as FY23, but Q3a), Responsiveness of maintenance, is new to the list for FY24. Historically, it has not scored in the Top 5 Questions. All questions improved for FY24.

The bottom five scoring questions range from 69.1 to 66.1 and include areas such as recreation areas, landscaping, interior lighting and kitchen features, condition of roads, sidewalks and common areas and Landscaping around the home.

All questions improved for FY24 other than a slight decline for Q1e) Condition of roads, parking, sidewalks and common areas.

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.

Business Success Factor Key

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

C. Scores and Rating by Installation:

C1. Response Rates by Installation:

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

95.8%

46 Installations met or exceeded the 20.0% response rate minimum goal.

B. Installations meeting or exceeding 30.0%:

64.6%

C. The highest response rate was achieved by Buchanan:

65.4%

D. The highest response rate with over 1,000 homes was achieved by Belvoir:

36.7%

E. Results were further reviewed for the two Installations that did not meet the minimum response rate goal of 20.0%. The 20.0% is a goal and does not necessarily determine validity.

For Installations under 20.0%, CEL conducts further review of the current and prior results, Tenant comments, and individual Tenant responses between various years to determine validity.

The Installations below were reviewed and it was determined that all results are reliable and representative of the Tenants' opinions.

BBC CARSON 19.0%

BBC STEWART 17.0%

Company	Installation	Dist.	Rec.	% Rec.
Lendlease	BUCHANAN	26	17	65.4%
Michaels	CAMP PARKS	111	65	58.6%
BBC	PICATINNY	54	31	57.4%
Hunt	REDSTONE	344	188	54.7%
Corvias	APG	744	404	54.3%
Lendlease	MCCOY	120	65	54.2%
Michaels	YUMA	184	93	50.5%
Lendlease	GREELY	83	37	44.6%
BBC	STORY	230	99	43.0%
Lendlease	ROCK ISLAND	75	31	41.3%
BBC	HAMILTON	210	86	41.0%
BBC	WHITE SANDS	350	142	40.6%
Lendlease	HUNTER LIGGETT	74	29	39.2%
Michaels	BELVOIR	2,024	742	36.7%
Michaels	LEAVENWORTH	1,466	538	36.7%
BBC	DETRICK	330	120	36.4%
Corvias	SILL	1,731	612	35.4%
Michaels	MOFFETT	309	109	35.3%
BBC	CARLISLE	248	85	34.3%
Corvias	MEADE	2,268	775	34.2%
Lendlease	KNOX	2,298	774	33.7%
Michaels	HUACHUCA	1,000	337	33.7%
Lendlease	NATICK	24	8	33.3%
Corvias	LIBERTY	5,104	1,685	33.0%
BBC	WEST POINT	758	248	32.7%
Corvias	NOVOSEL	1,391	452	32.5%
Michaels	MONTEREY	2,195	713	32.5%
Lendlease	DRUM	3,503	1,127	32.2%
BBC	WALTER REED	210	64	30.5%
Lendlease	WAINWRIGHT	1,776	539	30.3%
Lendlease	CAMPBELL	4,189	1,257	30.0%
BBC	EISENHOWER	771	230	29.8%
Lendlease	CAVAZOS	5,120	1,482	28.9%
Michaels	MOORE	3,586	1,010	28.2%
BBC	BLISS	4,021	1,126	28.0%
BBC	EUSTIS	842	236	28.0%
Hunt	GREGG-ADAMS	1,450	406	28.0%
Hunt	SAM HOUSTON	865	239	27.6%
Lendlease	HAWAII	7,040	1,941	27.6%
BBC	HUNTER	650	164	25.2%
Liberty	LEWIS-MCCHORD	4,847	1,159	23.9%
Michaels	IRWIN	2,224	531	23.9%
Corvias	RILEY	3,743	878	23.5%
Corvias	JOHNSON	3,267	740	22.7%
BBC	JACKSON	741	164	22.1%
BBC	LEONARD WOOD	1,649	345	20.9%
BBC	CARSON	2,798	532	19.0%
BBC	STEWART	1,972	336	17.0%

C2. Scores and Rating by Installation:

Out of 48 Installations, 83.3% (40) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 8.3% (4) rated Below Average (69.9 thru 65.0), and 8.3% (4) rated Poor or Very Poor (64.9 thru 55.0).

Line	Installation	MHPI Company	CEL Rating Scale Overall Score	Overall	Property	Service	Dist.	% Rec.	5 Point Overall Score
1	ROCK ISLAND	Lendlease	Outstanding	92.7	89.9	94.4	75	41.3%	4.64
2	YUMA	Michaels	Outstanding	91.4	86.9	94.3	184	50.5%	4.57
3	GREELY	Lendlease	Outstanding	89.7	85.9	92.3	83	44.6%	4.49
4	HUACHUCA	Michaels	Outstanding	88.9	85.5	91.4	1,000	33.7%	4.45
5	REDSTONE	Hunt	Outstanding	88.7	85.7	90.8	344	54.7%	4.44
6	CAMP PARKS	Michaels	Outstanding	88.5	83.7	91.8	111	58.6%	4.43
7	CARLISLE	BBC	Outstanding	87.4	85.5	89.9	248	34.3%	4.37
8	HAMILTON	BBC	Outstanding	85.2	83.2	86.3	210	41.0%	4.26
9	WAINWRIGHT	Lendlease	Outstanding	85.1	82.8	85.9	1,776	30.3%	4.26
10	KNOX	Lendlease	Very Good	83.2	79.2	85.9	2,298	33.7%	4.16
11	DRUM	Lendlease	Very Good	82.9	78.4	85.7	3,503	32.2%	4.15
12	NOVOSEL	Corvias	Very Good	82.5	77.9	85.4	1,391	32.5%	4.13
13	APG	Corvias	Very Good	82.2	78.1	84.7	744	54.3%	4.11
14	WHITE SANDS	BBC	Very Good	82.0	79.9	84.0	350	40.6%	4.10
15	HUNTER LIGGETT	Lendlease	Very Good	82.0	77.3	85.5	74	39.2%	4.10
16	GREGG-ADAMS	Hunt	Very Good	81.0	75.6	84.4	1,450	28.0%	4.05
17	MOFFETT	Michaels	Very Good	81.0	76.8	83.4	309	35.3%	4.05
18	SILL	Corvias	Very Good	80.1	76.7	81.9	1,731	35.4%	4.01
19	MCCOY	Lendlease	Very Good	80.0	84.4	76.4	120	54.2%	4.00
20	PICATINNY	BBC	Good	78.9	77.7	81.0	54	57.4%	3.95
21	HAWAII	Lendlease	Good	78.0	73.3	80.9	7,040	27.6%	3.90
22	CAVAZOS	Lendlease	Good	77.9	73.2	80.8	5,120	28.9%	3.90
23	DETRICK	BBC	Good	77.3	75.4	77.4	330	36.4%	3.87
24	JOHNSON	Corvias	Good	76.7	69.5	80.9	3,267	22.7%	3.84
25	CAMPBELL	Lendlease	Good	76.5	72.0	79.6	4,189	30.0%	3.83
26	RILEY	Corvias	Good	76.1	71.3	78.6	3,743	23.5%	3.81
27	WALTER REED	BBC	Good	75.6	71.6	77.3	210	30.5%	3.78
28	IRWIN	Michaels	Good	75.3	70.4	78.7	2,224	23.9%	3.77
29	LEWIS-MCCHORD	Liberty	Good	75.2	73.9	76.3	4,847	23.9%	3.76
30	EUSTIS	BBC	Average	74.9	70.7	77.2	842	28.0%	3.75
31	MONTEREY	Michaels	Average	73.4	73.1	73.7	2,195	32.5%	3.67
32	EISENHOWER	BBC	Average	72.3	70.3	73.9	771	29.8%	3.62
33	LIBERTY	Corvias	Average	72.3	66.5	75.8	5,104	33.0%	3.62
34	BLISS	BBC	Average	71.6	68.5	73.1	4,021	28.0%	3.58
35	JACKSON	BBC	Average	71.6	70.9	72.5	741	22.1%	3.58
36	SAM HOUSTON	Hunt	Average	71.5	65.7	75.1	865	27.6%	3.58
37	STORY	BBC	Average	71.0	67.5	71.9	230	43.0%	3.55
38	MOORE	Michaels	Average	70.9	68.8	71.1	3,586	28.2%	3.55
39	MEADE	Corvias	Average	70.4	67.2	72.3	2,268	34.2%	3.52
40	BUCHANAN	Lendlease	Average	70.3	72.5	68.7	26	65.4%	3.52
41	BELVOIR	Michaels	B. Average	69.6	67.8	69.8	2,024	36.7%	3.48
42	WEST POINT	BBC	B. Average	69.4	69.3	68.8	758	32.7%	3.47
43	LEAVENWORTH	Michaels	B. Average	68.3	69.6	67.5	1,466	36.7%	3.42
44	LEONARD WOOD	BBC	B. Average	65.7	64.6	66.0	1,649	20.9%	3.29
45	CARSON	BBC	Poor	62.1	63.2	60.8	2,798	19.0%	3.11
46	HUNTER	BBC	Poor	61.8	60.9	62.0	650	25.2%	3.09
47	STEWART	BBC	Poor	61.7	63.5	61.0	1,972	17.0%	3.09
48	NATICK	Lendlease	Poor	61.3	68.1	59.0	24	33.3%	3.07

C3. Installation Scores Current and Prior by Privatized Company:

Out of 48 Installations, 31 (66.0%) Installations increased in the Overall Satisfaction Index and 33 (68.8%) increased in the Service Satisfaction Index.

Line	Company	Installation	Overall Score			Property Score			Service Score			Response Rate		
			FY24	FY23	Var.	FY24	FY23	Var.	FY24	FY23	Var.	Dist.	Rec.	% Rec.
1	BBC	BLISS	71.6	66.6	5.0	68.5	65.4	3.1	73.1	65.8	7.3	4,021	1,126	28.0%
2	BBC	CARLISLE	87.4	86.5	0.9	85.5	84.4	1.1	89.9	88.7	1.2	248	85	34.3%
3	BBC	CARSON	62.1	58.0	4.1	63.2	60.6	2.6	60.8	55.2	5.6	2,798	532	19.0%
4	BBC	DETRICK	77.3	77.8	(0.5)	75.4	77.8	(2.4)	77.4	77.8	(0.4)	330	120	36.4%
5	BBC	EISENHOWER	72.3	60.6	11.7	70.3	63.8	6.5	73.9	59.1	14.8	771	230	29.8%
6	BBC	EUSTIS	74.9	75.5	(0.6)	70.7	70.4	0.3	77.2	78.7	(1.5)	842	236	28.0%
7	BBC	HAMILTON	85.2	84.0	1.2	83.2	81.2	2.0	86.3	86.2	0.1	210	86	41.0%
8	BBC	HUNTER	61.8	69.9	(8.1)	60.9	68.6	(7.7)	62.0	70.1	(8.1)	650	164	25.2%
9	BBC	JACKSON	71.6	61.6	10.0	70.9	66.3	4.6	72.5	57.9	14.6	741	164	22.1%
10	BBC	LEONARD WOOD	65.7	67.0	(1.3)	64.6	66.6	(2.0)	66.0	66.8	(0.8)	1,649	345	20.9%
11	BBC	PICATINNY	78.9	77.6	1.3	77.7	75.5	2.2	81.0	78.7	2.3	54	31	57.4%
12	BBC	STEWART	61.7	58.7	3.0	63.5	60.8	2.7	61.0	56.5	4.5	1,972	336	17.0%
13	BBC	STORY	71.0	66.8	4.2	67.5	65.6	1.9	71.9	66.6	5.3	230	99	43.0%
14	BBC	WALTER REED	75.6	74.7	0.9	71.6	72.1	(0.5)	77.3	75.8	1.5	210	64	30.5%
15	BBC	WEST POINT	69.4	72.5	(3.1)	69.3	72.2	(2.9)	68.8	72.0	(3.2)	758	248	32.7%
16	BBC	WHITE SANDS	82.0	76.8	5.2	79.9	76.2	3.7	84.0	77.4	6.6	350	142	40.6%
17	Corvias	APG	82.2	79.0	3.2	78.1	76.6	1.5	84.7	80.2	4.5	744	404	54.3%
18	Corvias	JOHNSON	76.7	74.8	1.9	69.5	67.4	2.1	80.9	79.9	1.0	3,267	740	22.7%
19	Corvias	LIBERTY	72.3	66.1	6.2	66.5	62.8	3.7	75.8	67.6	8.2	5,104	1,685	33.0%
20	Corvias	MEADE	70.4	70.5	(0.1)	67.2	70.0	(2.8)	72.3	70.1	2.2	2,268	775	34.2%
21	Corvias	NOVOSEL	82.5	77.9	4.6	77.9	74.3	3.6	85.4	80.5	4.9	1,391	452	32.5%
22	Corvias	RILEY	76.1	75.4	0.7	71.3	73.1	(1.8)	78.6	76.5	2.1	3,743	878	23.5%
23	Corvias	SILL	80.1	77.6	2.5	76.7	75.2	1.5	81.9	78.7	3.2	1,731	612	35.4%
24	Hunt	GREGG-ADAMS	81.0	81.2	(0.2)	75.6	76.6	(1.0)	84.4	84.2	0.2	1,450	406	28.0%
25	Hunt	REDSTONE	88.7	89.2	(0.5)	85.7	85.4	0.3	90.8	91.6	(0.8)	344	188	54.7%
26	Hunt	SAM HOUSTON	71.5	78.0	(6.5)	65.7	69.9	(4.2)	75.1	83.5	(8.4)	865	239	27.6%
27	Lendlease	BUCHANAN	70.3	73.4	(3.1)	72.5	72.5	0.0	68.7	71.2	(2.5)	26	17	65.4%
28	Lendlease	CAMPBELL	76.5	77.2	(0.7)	72.0	71.4	0.6	79.6	81.3	(1.7)	4,189	1,257	30.0%
29	Lendlease	CAVAZOS	77.9	72.8	5.1	73.2	68.4	4.8	80.8	75.5	5.3	5,120	1,482	28.9%
30	Lendlease	DRUM	82.9	81.7	1.2	78.4	77.8	0.6	85.7	83.9	1.8	3,503	1,127	32.2%
31	Lendlease	GREELY	89.7	85.3	4.4	85.9	84.6	1.3	92.3	86.2	6.1	83	37	44.6%
32	Lendlease	HAWAII	78.0	73.5	4.5	73.3	69.1	4.2	80.9	76.5	4.4	7,040	1,941	27.6%
33	Lendlease	HUNTER LIGGETT	82.0	80.2	1.8	77.3	79.0	(1.7)	85.5	80.0	5.5	74	29	39.2%
34	Lendlease	KNOX	83.2	81.4	1.8	79.2	78.0	1.2	85.9	83.4	2.5	2,298	774	33.7%
35	Lendlease	MCCOY	80.0	94.0	(14.0)	84.4	91.9	(7.5)	76.4	95.4	(19.0)	120	65	54.2%
36	Lendlease	NATICK	61.3	92.2	(30.9)	68.1	85.7	(17.6)	59.0	98.9	(39.9)	24	8	33.3%
37	Lendlease	ROCK ISLAND	92.7	87.2	5.5	89.9	87.5	2.4	94.4	87.1	7.3	75	31	41.3%
38	Lendlease	WAINWRIGHT	85.1	81.0	4.1	82.8	78.6	4.2	85.9	82.4	3.5	1,776	539	30.3%
39	Liberty	LEWIS-MCCHORD	75.2	71.5	3.7	73.9	71.1	2.8	76.3	71.9	4.4	4,847	1,159	23.9%
40	Michaels	BELVOIR	69.6	66.5	3.1	67.8	65.9	1.9	69.8	65.7	4.1	2,024	742	36.7%
41	Michaels	CAMP PARKS	88.5	83.9	4.6	83.7	77.8	5.9	91.8	88.3	3.5	111	65	58.6%
42	Michaels	HUACHUCA	88.9	84.6	4.3	85.5	81.8	3.7	91.4	86.3	5.1	1,000	337	33.7%
43	Michaels	IRWIN	75.3	77.8	(2.5)	70.4	73.4	(3.0)	78.7	80.9	(2.2)	2,224	531	23.9%
44	Michaels	LEAVENWORTH	68.3	70.9	(2.6)	69.6	71.8	(2.2)	67.5	70.2	(2.7)	1,466	538	36.7%
45	Michaels	MOFFETT	81.0	81.6	(0.6)	76.8	76.9	(0.1)	83.4	84.9	(1.5)	309	109	35.3%
46	Michaels	MONTEREY	73.4	73.1	0.3	73.1	71.3	1.8	73.7	74.2	(0.5)	2,195	713	32.5%
47	Michaels	MOORE	70.9	70.9	0.0	68.8	69.7	(0.9)	71.1	70.6	0.5	3,586	1,010	28.2%
48	Michaels	YUMA	91.4	88.2	3.2	86.9	84.5	2.4	94.3	90.5	3.8	184	93	50.5%

Color Key = Color Scales represent the High, Low, and Median range of data for visual presentation.

C4. Scores and Rating by MHPI Project (Sorted by MHPI Company):

For Army Privatized 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	4,371	1,268	29.0%	72.7	69.8	74.3	3.64
2	BBC	CARLISLE/PICATINNY	302	116	38.4%	85.1	83.4	87.5	4.26
3	BBC	CARSON	2,798	532	19.0%	62.1	63.2	60.8	3.11
4	BBC	DETRICK/WALTER REED NMMC	540	184	34.1%	76.7	74.1	77.4	3.84
5	BBC	EISENHOWER	771	230	29.8%	72.3	70.3	73.9	3.62
6	BBC	EUSTIS/STORY	1,072	335	31.3%	73.7	69.7	75.7	3.69
7	BBC	HAMILTON	210	86	41.0%	85.2	83.2	86.3	4.26
8	BBC	JACKSON	741	164	22.1%	71.6	70.9	72.5	3.58
9	BBC	LEONARD WOOD	1,649	345	20.9%	65.7	64.6	66.0	3.29
10	BBC	STEWART/HUNTER AA	2,622	500	19.1%	61.8	62.6	61.3	3.09
11	BBC	WEST POINT	758	248	32.7%	69.4	69.3	68.8	3.47
12	Corvias	ABERDEEN	744	404	54.3%	82.2	78.1	84.7	4.11
13	Corvias	JOHNSON	3,267	740	22.7%	76.7	69.5	80.9	3.84
14	Corvias	LIBERTY	5,104	1,685	33.0%	72.3	66.5	75.8	3.62
15	Corvias	MEADE	2,268	775	34.2%	70.4	67.2	72.3	3.52
16	Corvias	NOVOSEL	1,391	452	32.5%	82.5	77.9	85.4	4.13
17	Corvias	RILEY	3,743	878	23.5%	76.1	71.3	78.6	3.81
18	Corvias	SILL	1,731	612	35.4%	80.1	76.7	81.9	4.01
19	Hunt	GREGG-ADAMS	1,450	406	28.0%	81.0	75.6	84.4	4.05
20	Hunt	REDSTONE ARSENAL	344	188	54.7%	88.7	85.7	90.8	4.44
21	Hunt	SAM HOUSTON	865	239	27.6%	71.5	65.7	75.1	3.58
22	Lendlease	CADENCE COMMUNITIES	319	150	47.0%	80.9	81.9	80.0	4.05
23	Lendlease	CAMPBELL	4,189	1,257	30.0%	76.5	72.0	79.6	3.83
24	Lendlease	CAVAZOS	5,120	1,482	28.9%	77.9	73.2	80.8	3.90
25	Lendlease	DRUM	3,503	1,127	32.2%	82.9	78.4	85.7	4.15
26	Lendlease	HAWAII	7,040	1,941	27.6%	78.0	73.3	80.9	3.90
27	Lendlease	KNOX	2,298	774	33.7%	83.2	79.2	85.9	4.16
28	Lendlease	WAINWRIGHT/GREELY	1,859	576	31.0%	85.4	83.0	86.4	4.27
29	Liberty	LEWIS-MCCHORD	4,847	1,159	23.9%	75.2	73.9	76.3	3.76
30	Michaels	BELVOIR	2,024	742	36.7%	69.6	67.8	69.8	3.48
31	Michaels	HUACHUCA/YUMA PG	1,184	430	36.3%	89.4	85.8	92.0	4.47
32	Michaels	IRWIN/MOFFETT/CAMP PARKS	2,644	705	26.7%	77.3	72.6	80.7	3.87
33	Michaels	LEAVENWORTH	1,466	538	36.7%	68.3	69.6	67.5	3.42
34	Michaels	MOORE	3,586	1,010	28.2%	70.9	68.8	71.1	3.55
35	Michaels	PRESIDIO OF MONTEREY/NPS	2,195	713	32.5%	73.4	73.1	73.7	3.67

C5. Select Questions by Installation (Sorted by Privatized Company/Installation):

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

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

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

Q2j) Overall level and quality of services received?

Q5a) 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	Company	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
BLISS	BBC	22.8%	21.0%	25.0%	29.6%
CARLISLE	BBC	14.1%	4.7%	7.1%	12.9%
CARSON	BBC	36.1%	33.2%	42.1%	40.9%
DETRICK	BBC	18.3%	14.3%	18.6%	24.2%
EISENHOWER	BBC	29.1%	19.3%	22.0%	37.0%
EUSTIS	BBC	24.3%	20.3%	19.0%	26.8%
HAMILTON	BBC	11.8%	8.2%	8.1%	11.8%
HUNTER	BBC	40.7%	33.1%	45.6%	54.0%
JACKSON	BBC	28.2%	22.2%	26.4%	31.5%
LEONARD WOOD	BBC	35.9%	28.6%	36.5%	43.1%
PICATINNY	BBC	32.3%	16.7%	22.6%	41.9%
STEWART	BBC	38.0%	32.7%	44.0%	45.5%
STORY	BBC	32.3%	25.5%	28.9%	38.4%
WALTER REED	BBC	11.3%	26.7%	21.3%	28.1%
WEST POINT	BBC	28.3%	22.9%	34.9%	33.6%
WHITE SANDS	BBC	15.6%	7.9%	10.1%	20.6%
ABERDEEN	Corvias	16.5%	9.6%	10.6%	24.6%
JOHNSON	Corvias	26.1%	15.7%	15.6%	30.2%
LIBERTY	Corvias	23.1%	19.3%	21.1%	28.5%
MEADE	Corvias	30.0%	21.7%	25.1%	35.2%
NOVOSEL	Corvias	16.3%	8.7%	11.0%	19.6%
RILEY	Corvias	17.1%	16.2%	15.7%	24.5%
SILL	Corvias	16.0%	10.9%	14.6%	18.4%
GREGG-ADAMS	Hunt	17.8%	8.7%	10.8%	23.0%
REDSTONE	Hunt	8.6%	3.3%	4.8%	12.3%
SAM HOUSTON	Hunt	26.9%	20.5%	23.1%	36.8%
BUCHANAN	Lendlease	29.4%	11.8%	47.1%	29.4%
CAMPBELL	Lendlease	22.0%	17.4%	16.2%	25.1%
CAVAZOS	Lendlease	22.0%	14.0%	13.8%	27.6%
DRUM	Lendlease	13.4%	8.6%	6.9%	17.6%
GREELY	Lendlease	2.8%	5.4%	0.0%	2.7%
HAWAII	Lendlease	13.2%	12.3%	12.5%	17.3%
HUNTER LIGGETT	Lendlease	3.4%	0.0%	3.4%	24.1%
KNOX	Lendlease	14.2%	9.1%	7.7%	18.1%
MCCOY	Lendlease	1.5%	10.8%	30.2%	3.1%
NATICK	Lendlease	12.5%	37.5%	50.0%	12.5%
ROCK ISLAND	Lendlease	10.0%	0.0%	3.4%	10.0%
WAINWRIGHT	Lendlease	9.2%	8.5%	7.6%	11.0%
LEWIS-MCCHORD	Liberty	20.5%	17.1%	20.2%	25.5%
BELVOIR	Michaels	24.6%	17.1%	23.9%	28.6%
CAMP PARKS	Michaels	12.3%	3.1%	6.2%	12.3%
HUACHUCA	Michaels	10.1%	5.7%	4.2%	12.5%
IRWIN	Michaels	28.8%	19.1%	18.5%	34.4%
LEAVENWORTH	Michaels	30.8%	19.3%	32.0%	36.2%
MOFFETT	Michaels	14.7%	9.3%	12.3%	21.1%
MONTEREY	Michaels	21.7%	13.5%	25.6%	26.6%
MOORE	Michaels	23.9%	15.2%	23.9%	31.1%
YUMA	Michaels	4.3%	3.2%	2.2%	8.6%

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

Ten (10) Installations achieved a Crystal Service Award for FY24. Sort below is by highest Service Score.

Line	Company	Installation	Service Score	% Rec.
1	Lendlease	ROCK ISLAND	94.4	41.3%
2	Michaels	YUMA	94.3	50.5%
3	Michaels	HUACHUCA	91.4	33.7%
4	BBC	CARLISLE BARRACKS	89.9	34.3%
5	BBC	HAMILTON	86.3	41.0%
6	Lendlease	WAINWRIGHT	85.9	30.3%
7	Lendlease	KNOX	85.9	33.7%
8	Lendlease	DRUM	85.7	32.2%
9	Lendlease	HUNTER LIGGETT	85.5	39.2%
10	Corvias	NOVOSEL	85.4	32.5%

Neighborhood A List Awards

Platinum A List Award: Twenty-three (23) Neighborhoods

A List Award: Fifty-seven (57) 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:

- Platinum Award: Service Satisfaction Index Score of at least 91.7 (varies annually), and a Response Rate of at least 20.0%.
- A List Award: Service Satisfaction Index Score of at least 85.0, and a Response Rate of at least 20.0%.

E. Overall Results - Unaccompanied Housing

Satisfaction Indexes			
Index	Current	Prior	Change
Overall Score	87.0	85.6	1.4
Property Score	85.9	84.9	1.0
Service Score	87.4	86.0	1.4
Response Rate	1,626	493	30.3%

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

Army Privatized Unaccompanied Housing scored in the Outstanding Range (100.0 to 85.0) for Overall, Property and Service.

The Overall Response Rate of 30.3% is considered in the range of Very Good.

E1. Response Rate by Building:

Building	FY24	FY23	Var.
Drum, The Timbers	31.7%	35.4%	(3.7%)
Irwin, Town Center	24.2%	19.3%	4.9%
Liberty, Randolph Pointe	44.0%	46.8%	(2.8%)
Meade, Reece Crossings	27.8%	19.4%	8.4%
Stewart, Marne Point	16.7%	12.2%	4.5%

Response rates increased for three of the five buildings. Response rates ranged from a high of 44.0% at Liberty, Randolph Point to 16.7% for Stewart, Marne Point.

Stewart, Marne Point results were reviewed further for validity. Based on a review of current and prior results and comments, the results are representative of the Tenants opinions.

E2. Satisfaction Index Scores by Building:

Installation	MHPI Company	Overall Score			Property Score			Service Score		
		FY24	FY23	Var.	FY24	FY23	Var.	FY24	FY23	Var.
*Drum, The Timbers	Lendlease	93.3	92.0	1.3	90.5	90.3	0.2	94.5	93.3	1.2
*Irwin, Town Center	Michaels	83.8	85.9	(2.1)	82.0	83.1	(1.1)	85.7	88.6	(2.9)
*Liberty, Randolph Pointe	Corvias	90.5	90.1	0.4	88.4	87.8	0.6	91.6	91.4	0.2
Meade, Reece Crossings	Corvias	82.3	77.0	5.3	83.1	79.9	3.2	81.4	75.1	6.3
Stewart, Marne Point	BBC	84.7	80.7	4.0	83.5	79.2	4.3	86.0	81.9	4.1

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

E3. Observations:

- 3 out of the 5 Buildings achieved Awards: The Timbers (Drum) achieved a Platinum A List Award for Service Excellence, and Town Center Terrace (Irwin) and Randolph Pointe (Liberty) achieved an A List Award.
- 4 out of the 5 Buildings increased within all Satisfaction Indexes.

E4. Select Satisfaction Questions by Installation:

Dissatisfied percentages equals a selection of a 2 or 1 as the response choice for the question.

Installation	MHPI Company	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
Stewart	BBC	7.1%	4.8%	9.8%	9.8%
Liberty	Corvias	4.0%	2.3%	2.3%	6.1%
Meade	Corvias	6.3%	7.4%	10.6%	12.3%
Drum	Lendlease	3.3%	3.3%	3.3%	3.3%
Irwin	Michaels	20.0%	10.0%	10.7%	13.3%

F. Results by MHPI Company – Family Housing

F1. Overall Results by MHPI Company:

The scores for each Privatized Company were compared against the results for “Overall Army Privatized Family Housing.” Hunt had the highest Overall Score at 80.1, followed by Lendlease at 79.7. Lendlease had the largest portfolio by Tenant count with 24,328 surveys distributed; BBC had the largest portfolio by number of Installations (16) and Neighborhoods surveyed (123). Michaels had the highest response rate at 31.5%.

The Installations and Neighborhoods with Overall scores less than 70.0 have been identified below by MHPI Company.

- It is important to note that there are Installations with an Overall Score greater than a 70.0 with Neighborhoods scoring below 70.0. This is why it is imperative when reviewing results by Installation to drill down to the Neighborhood level for an accurate interpretation of Tenant satisfaction, which will allow for the most accurately targeted improvement.

Results by MHPI - FH							
Metric	Overall Army	BBC	Corvias	Hunt	Lend-lease	Liberty	Michaels
Surveys Distributed	79,015	15,834	18,248	2,659	24,328	4,847	13,099
Surveys Received	22,991	4,008	5,546	833	7,307	1,159	4,138
Response Rate FY24	29.1%	25.3%	30.4%	31.3%	30.0%	23.9%	31.6%
Overall Score	75.8	70.0	75.6	80.1	79.7	75.2	73.8
Property Score	72.3	68.5	70.7	75.0	75.4	73.9	71.9
Service Score	77.7	70.6	78.5	83.2	82.4	76.3	74.7
# of Installations Surveyed	48	16	7	3	12	1	9
# Installations – Overall Score > 70.0	40	11	7	3	11	1	7
# Installations – Overall Score < 70.0	8	5	0	0	1	0	2
# of Neighborhoods Surveyed	397	123	35	16	97	22	104
# Neigh. – Overall Score > 70.0	293	65	28	13	91	22	74
# Neigh. – Overall Score < 70.0	104	58	7	3	6	0	30

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

F2. Current and Prior Scores by Privatized Company:

Out of the six (6) Privatized Housing Providers, five (5) increased in all Satisfaction Indexes. The Overall increases ranged from Michaels (0.5) to Liberty (3.7). BBC had the greatest increase of 4.9 points within the Service Satisfaction Score.

MHPI Company	Overall Score			Property Score			Service Score			Response Rate		
	FY24	FY23	Var.	FY24	FY23	Var.	FY24	FY23	Var.	FY24	FY23	Var.
BBC	70.0	66.6	3.4	68.5	66.7	1.8	70.6	65.7	4.9	25.3%	22.1%	3.2%
Corvias	75.6	72.6	3.0	70.7	69.5	1.2	78.5	74.2	4.3	30.4%	19.1%	11.3%
Hunt	80.1	81.8	(1.7)	75.0	76.2	(1.2)	83.2	85.4	(2.2)	31.3%	31.4%	(0.1%)
Lendlease	79.7	77.2	2.5	75.4	73.0	2.4	82.4	79.8	2.6	30.0%	24.0%	6.0%
Liberty	75.2	71.5	3.7	73.9	71.1	2.8	76.3	71.9	4.4	23.9%	17.7%	6.2%
Michaels	73.8	73.4	0.4	71.9	71.7	0.2	74.7	74.1	0.6	31.6%	27.9%	3.7%

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

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 FY24.
- ◆ 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 80,641 surveys to Family and Unaccompanied Tenants living in Army Privatized Housing. There were a total of 402 Neighborhoods/Buildings at 48 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 all Tenants being surveyed and via text to those Tenants that opted in to receive text messaging. Each email or text included a unique link to the online survey. Up to eight email reminders, which included the survey link, 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.
- ◆ **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:

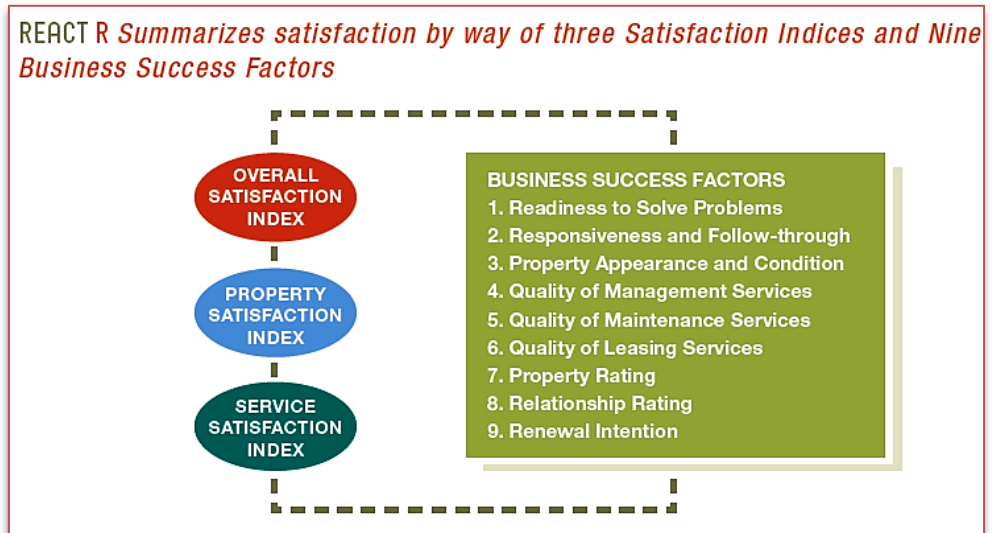
Fiscal Year	REACT Report Year
FY24	2024
FY23	2022
FY22	2021
FY21	2020
FY20	2019 (2)
FY19	2019 (1)

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 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 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, Housing Type (FH/UH), MHPI Company, Directorate, Project, 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.