



CEL & Associates, Inc.
Real Estate Strategies, Benchmarking & Performance Solutions



SUMMARY OF
TENANT SATISFACTION RESULTS
FOR
COMMANDER NAVY INSTALLATIONS COMMAND (CNIC)
FAMILY HOUSING

Prepared by: CEL & Associates, Inc.
Prepared: May 2023

Introduction

Commander Navy Installations Command (“CNIC”) engaged CEL & Associates, Inc. (“CEL”) to conduct a Tenant Satisfaction and Opinion Survey of Tenants living in government managed Family Housing (“FH”).

The survey was conducted within 6 Regions and 14 Installations consisting of 94 Neighborhoods between March 2023 and May 2023. 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.

A1. Overall Results:

The results of the DoD Tenant Satisfaction Survey for Navy Family Housing indicate a small improvement with a ½ point increase in the Overall and Service Scores, and no change to the Property Score. Navy is in a good position to increase scores for FY24 based on some positive improvement within 8 of the 9 Business Success Factors. For FY23, as was suggested in FY22, Navy has the greatest opportunity to improve Tenant satisfaction by increasing the level of service provided, while continuing to review and correct property/home related issues. Service is an area where rapid improvement can be made and should be Navy’s primary focus through FY24.

1. **The response rate of 26.8% is in the Good range and has not changed from the FY22 Survey.** The minimum response rate goal was set at 20%. 85.7% of the Installations for Navy Family Housing met or exceeded this goal. 57.1% of the Installations achieved a response rate over 30%. [Reference page 3.](#)
2. **Satisfaction Indexes stayed the same or increased by less than ½ a point.** All Satisfaction Indexes scored in the CEL Rating Range of Good (79.9 thru 75.0). Overall and Service Satisfaction Indexes increased slightly for FY23 and Property Satisfaction stayed the same. [Reference page 3.](#)
3. **Navy Family Housing Scores ranged between Very Good and Average for all Business Success Factors (“BSFs”).** All Success Factors, except BSF #3 Property Appearance and Condition (-0.7), improved between 0.3 and 1.5 points. [Reference page 3.](#)
4. The Overall Score increased in three of the six Regions. All Scores for Korea declined, but remained in the Outstanding range (100.0 thru 85.0). All Regions score in the range of Average or above for all Satisfaction Indexes, with the exception of Property Score (68.0) for Guam. [Reference page 4.](#)
5. Out of the 14 Installations surveyed, 12 (85.7%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score, and 2 (14.3%) rated Below Average (69.9 thru 65.0). [Reference page 5.](#)
6. 92 of the 94 Neighborhoods had surveys returned. Out of these 92 Neighborhoods, 74, or 80.4%, rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score. [Reference page 5.](#)
7. 72.3% of Tenants are satisfied with their home, 8.6% are neither satisfied nor dissatisfied, and 17.0% are dissatisfied. [Reference page 7.](#)
8. 69.9% of Tenants are satisfied with the condition of their home, 9.4% are neither satisfied nor dissatisfied, and 20.2% are dissatisfied. [Reference page 7.](#)

B. Overall, Region and Installation Results

B1. Overall Response Rates:

The response rate of 26.8% is in the Good range and no change from the FY22 Survey.

The minimum response rate goal was set at 20%. 85.7% (12) of the Installations for Navy Family Housing met or exceeded this goal.

57.1% (8) of the Installations achieved a response rate over 30%.

Response Rate	
Distributed	Received
5,616	1,504
26.8%	
FY22	Difference
26.8%	0%

B2. Satisfaction Index Results for Overall:

Satisfaction Indexes stayed the same or increased by ½ a point.

All Satisfaction Indexes scored in the CEL Rating Range of Good (79.9 thru 75.0).

Service is an area where rapid improvement can be made and should be expected to be at least 3 to 5 points higher than the Property Score.

Satisfaction Indexes					
Index	FY23	FY22	Var.	5 Point	CEL
				Score FY23	Rating FY23
Overall	76.3	75.8	0.5	3.82	Good
Property	76.5	76.5	0.0	3.83	Good
Service	76.4	75.9	0.5	3.82	Good

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

Business Success Factors					
Factor	FY23	FY22	Var.	5 Point	CEL
				Score FY23	Rating FY23
1 – Readiness to Solve Problems	76.2	75.9	0.3	3.81	Good
2 – Responsiveness & Follow Through	73.7	73.2	0.5	3.69	Average
3 – Property Appearance & Condition	73.5	74.2	(0.7)	3.68	Average
4 – Quality of Management Services	74.4	73.4	1.0	3.72	Average
5 – Quality of Leasing/Housing Office	80.4	78.9	1.5	4.02	V. Good
6 – Quality of Maintenance Svcs.	79.3	79.2	0.1	3.97	Good
7 - Property Rating	78.3	77.7	0.6	3.92	Good
8 - Relationship Rating	76.1	75.0	1.1	3.81	Good
9 - Renewal Intention	71.4	70.0	1.4	3.57	Average

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

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

Navy Family Housing Scores ranged between Very Good and Average for all Business Success Factors.

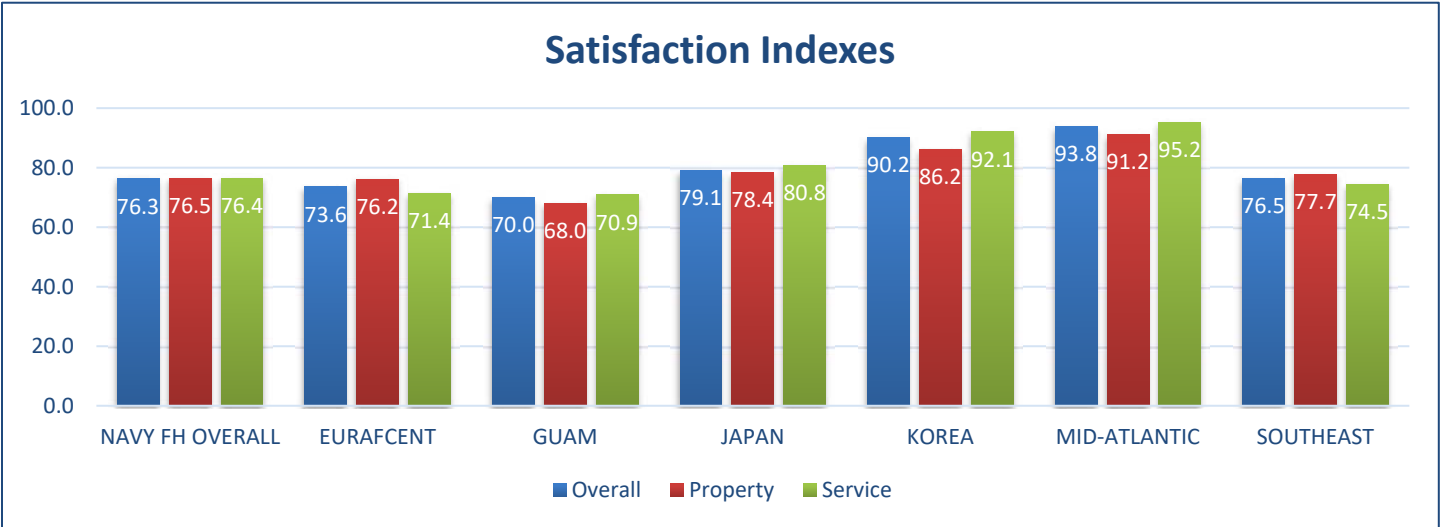
All Success Factors, except BSF #3 Property Appearance and Condition, improved between 0.1 and 1.5 points.

The lowest Success Factor is BSF #9 Renewal Intention with an increase of 1.4 points and includes questions such as “If extended at this installation, I would want to continue living in this housing community” and if they would recommend 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 Overall Navy Family Housing and Region:

The Satisfaction Indexes by Overall and Region range from a high Service Score of 95.2 for Mid-Atlantic to a low Property Score of 68.0 for Guam.



B5. Current and Prior Scores by Overall and Region:

The Overall Score increased in three of the six Regions. All Scores for Korea declined, but remained in the Outstanding range (100.0 thru 85.0). All Regions score in the range of Average or above for all Satisfaction Indexes, with the exception of Property Score (68.0) for Guam.

Navy Family Housing	Overall Score			Property Score			Service Score			Response Rate		
	FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	Dist.	Rec.	% Rec.
Overall Navy FH	76.3	75.8	0.5	76.5	76.5	0.0	76.4	75.9	0.5	5,616	1,504	26.8%
EURAFCENT	73.6	73.7	(0.1)	76.2	75.9	0.3	71.4	71.8	(0.4)	1,304	444	34.0%
Guam	70.0	72.2	(2.2)	68.0	71.5	(3.5)	70.9	73.6	(2.7)	956	199	20.8%
Japan	79.1	78.4	0.7	78.4	78.2	0.2	80.8	79.7	1.1	2,944	706	24.0%
Korea	90.2	95.3	(5.1)	86.2	93.2	(7.0)	92.1	96.2	(4.1)	39	25	64.1%
Mid-Atlantic	93.8	84.0	9.8	91.2	83.7	7.5	95.2	81.1	14.1	14	10	71.4%
Southeast	76.5	72.1	4.4	77.7	75.1	2.6	74.5	68.8	5.7	359	120	33.4%

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

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:

Out of the 14 Installations surveyed, 12 (85.7%) rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score and 2 (14.3%) rated Below Average (69.9 thru 65.0).

- 5 Installations, or 35.7% of the portfolio, increased in Overall Score.
- 9 Installations, or 64.3% of the portfolio, decreased in Overall Score.
- 2 Installations, or 14.3%, rated in the range of Below Average (69.9 thru 65.0) for Overall Score.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 14 Installations	Percent			Count		
Increased Scores:	35.7%	35.7%	35.7%	5	5	5
Decreased Scores:	64.3%	64.3%	64.3%	9	9	9
Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0):	85.7%	85.7%	85.7%	12	12	12
Rated in the Below Average range (69.9 thru 65.0)	14.3%	14.3%	14.3%	2	2	2

B7. Overall Project Status by Number of Neighborhoods:

92 of the 94 Neighborhoods had surveys returned. Out of these 92 Neighborhoods, 74, or 80.4%, rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 92* Neighborhoods	Percent			Count		
Increased Scores: **	50.0%	48.9%	52.3%	44	43	46
Decreased Scores: **	50.0%	51.1%	46.6%	44	45	41
Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0)	80.4%	84.8%	80.4%	74	78	74
Rated in the Below Average range (69.9 thru 65.0)	10.9%	8.7%	9.8%	10	8	9
Rating Poor or below range (64.9 and below)	8.7%	6.5%	9.8%	8	6	9

* Two Neighborhoods did not have any surveys returned so the analysis is based on 92 Neighborhoods with current scores.

** Four Neighborhoods do not have prior scores, so calculations are based on 88 Neighborhoods with prior scores. Service Score – One Property 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

85.0% of the population self-selected one of the five categories of grades below.

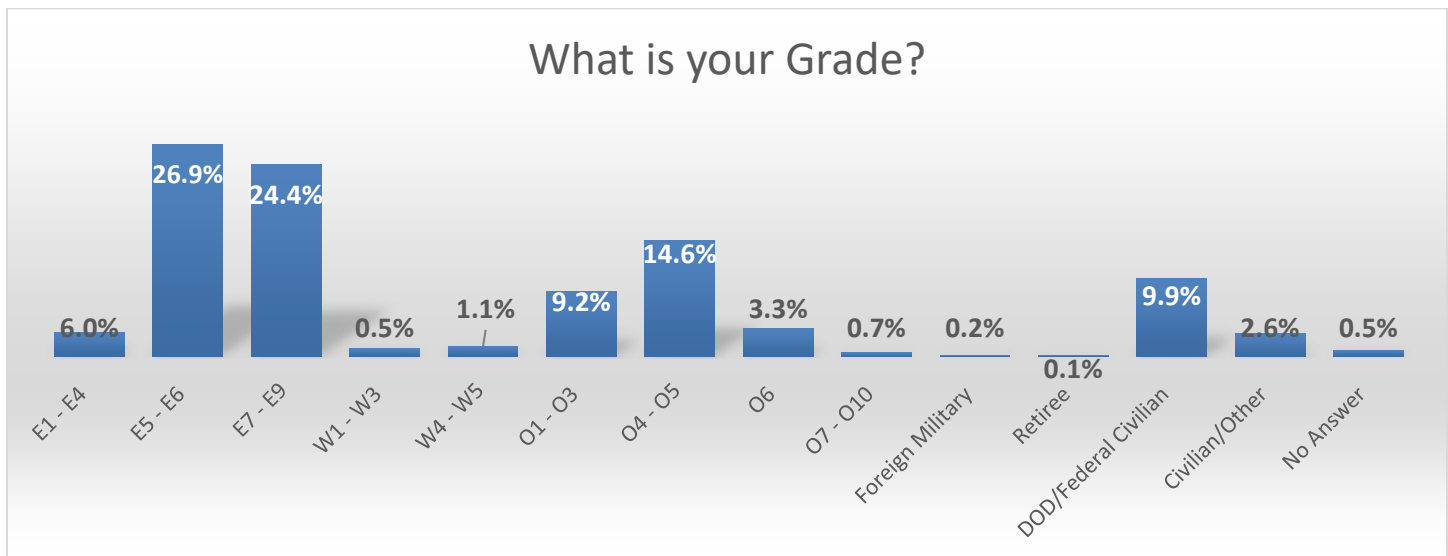
E5 - E6 (26.9%)

E7 - E9 (24.4%)

O1 - O3 (9.2%)

O4 - O5 (14.6%)

DOD/FED. CIV. (9.9%)



Complete Data

Grade	Count	Percent
E1 - E4	90	6.0%
E5 - E6	405	26.9%
E7 - E9	367	24.4%
W1 - W3	7	0.5%
W4 - W5	16	1.1%
O1 - O3	138	9.2%
O4 - O5	220	14.6%
O6	50	3.3%
O7 - O10	11	0.7%
Foreign Military	3	0.2%
Retiree	2	0.1%
DOD/Federal Civilian	149	9.9%
Civilian/Other	39	2.6%
No Answer	7	0.5%
Total	1,504	100.0%

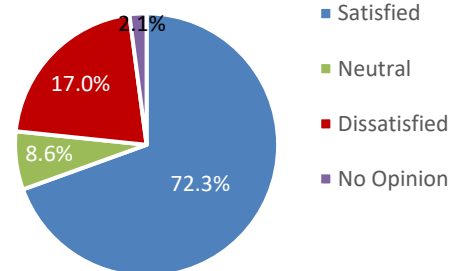
B9. Select Questions:

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

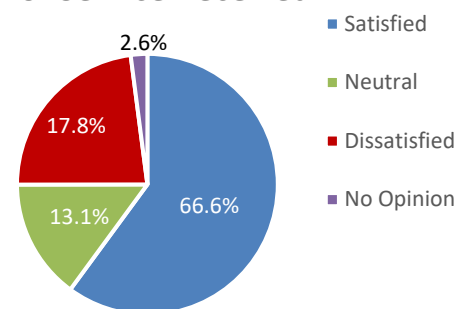
Observations:

- Q2j) Overall level and quality of service you are receiving increased from 74.9 to 75.8.
- Q3e) Follow-up on maintenance requests had no change for FY23. The score remained at 72.2.
- Q8a) Overall satisfaction with your home scored 77.0, or 3.85. Only 17.0% indicated dissatisfaction.
- 9a) I would recommend this housing community to others scored 72.6 or 3.63 with 19.5% indicating they disagreed with this statement.

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	66.6%	13.1%	17.8%	2.6%	75.8	3.79
3d) Quality of maintenance work	68.9%	10.8%	17.6%	2.7%	78.1	3.91
3e) Follow-up on maintenance requests to ensure satisfaction	56.1%	16.3%	22.3%	5.3%	72.2	3.61
5a) Overall condition of your home	69.9%	9.4%	20.2%	0.5%	75.0	3.75
8a) Overall satisfaction with your home	72.3%	8.6%	17.0%	2.1%	77.0	3.85
8b) Overall satisfaction with this housing community	68.5%	12.9%	15.8%	2.8%	76.5	3.83
8c) The health and safety of your home	68.9%	10.6%	17.6%	2.8%	76.7	3.84
8d) The health and safety of this community (parks, roads, lighting, etc.)	69.5%	11.7%	16.2%	2.6%	77.1	3.86
8e) The property management/housing office response to and correction of your health and safety concerns	60.8%	14.8%	16.4%	8.0%	75.3	3.77
8f) The government housing office as your advocate	50.1%	19.8%	18.6%	11.5%	70.8	3.54
8g) Your Chain of Command in engaging on housing issues	49.5%	19.5%	10.3%	20.7%	75.6	3.78
9a) I would recommend this housing community to others	61.6%	17.0%	19.5%	2.0%	72.6	3.63

B10. Top and Bottom Five Scoring Questions:

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

Top 5 Scoring Questions		
Question	Score	BSF
3c) Courtesy of maintenance personnel	89.1	6
4a) Safety	88.1	7
4b) Security	88.0	7
2c) Courtesy and respect with which you are treated	85.2	8
6b) Professionalism with which you were treated by the leasing/housing office	83.8	5

The top five scoring questions range from 89.1 to 83.8 and include areas such as courtesy, respect and professionalism of staff, safety and security.

The questions did not change between FY22 and FY23.

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

Bottom 5 Scoring Questions		
Question	Score	BSF
8f) The government housing office as your advocate	70.8	Non-Coded
2b) Follow-up after problems are reported to be sure that they have been resolved	70.4	2
1d) Recreation areas	70.0	3
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	68.7	Non-Coded
7f) Given the choice in the future, I would seek/want to live in this housing community again	68.6	9

The bottom five scoring questions range from 70.8 to 68.6 and include areas such as advocacy, follow-up from the Housing Office, recreation areas, interiors, and renewal.

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.

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

Business Success Factor Key

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

C. Scores and Rating by Installation

C1. Response Rates by Installation:

A. Installations meeting or exceeding the 20% minimum response rate goal.

85.7%

12 out of the 14 Installations met or exceeded the 20% minimum goal.

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

57.1%

57.1%, or 8 Installations, achieved a response rate greater than 30% as indicated in green font.

Region	Installation	Dist.	Rec.	% Rec.
EURAFCENT	BAHRAIN	1	1	100.0%
SOUTHEAST	KINGSVILLE	1	1	100.0%
MID-ATLANTIC	WALLOPS IS	14	10	71.4%
KOREA	CHINHAE	39	25	64.1%
EURAFCENT	SIGONELLA	434	164	37.8%
SOUTHEAST	GUANTANAMO BAY	358	119	33.2%
EURAFCENT	NAPLES	644	213	33.1%
JAPAN	SINGAPORE	58	19	32.8%
EURAFCENT	ROTA	225	66	29.3%
GUAM	GUAM NB	577	147	25.5%
JAPAN	YOKOSUKA	2,042	509	24.9%
JAPAN	ATSUGI	372	91	24.5%
JAPAN	SASEBO	472	87	18.4%
GUAM	ANDERSEN GUAM	379	52	13.7%

C2. Scores and Rating by Installation:

Out of 14 Installations, 85.7% (12) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score. 14.3% (2) rated Below Average.

Line	Region	Installation	Overall Score	Overall Score	Property Score	Service Score	Dist.	% Rec.	# of Neighborhoods	Overall Score 5 Point Scale
1	EURAFCENT	BAHRAIN	Outstanding	96.0	91.4	98.9	1	100.0%	1	4.80
2	MID-ATLANTIC	WALLOPS IS	Outstanding	93.8	91.2	95.2	14	71.4%	1	4.69
3	KOREA	CHINHAE	Outstanding	90.2	86.2	92.1	39	64.1%	2	4.51
4	SOUTHEAST	KINGSVILLE	Outstanding	87.4	73.8	97.8	1	100.0%	1	4.37
5	JAPAN	SINGAPORE	Very Good	83.2	84.7	82.6	58	32.8%	1	4.16
6	JAPAN	YOKOSUKA	Very Good	81.0	79.1	83.3	2,042	24.9%	36	4.05
7	EURAFCENT	SIGONELLA	Good	77.5	80.0	75.5	434	37.8%	2	3.88
8	EURAFCENT	ROTA	Good	77.1	79.0	75.1	225	29.3%	1	3.86
9	SOUTHEAST	GTMO	Good	76.4	77.8	74.3	358	33.2%	6	3.82
10	JAPAN	ATSUGI	Average	73.6	74.2	75.1	372	24.5%	9	3.68
11	JAPAN	SASEBO	Average	72.8	77.6	70.9	472	18.4%	22	3.64
12	GUAM	GUAM NB	Average	70.9	69.0	71.6	577	25.5%	5	3.55
13	EURAFCENT	NAPLES	B. Average	69.5	72.2	67.0	644	33.1%	6	3.48
14	GUAM	ANDERSEN GUAM	B. Average	67.4	65.3	69.1	379	13.7%	1	3.37

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 Region:

Out of 14 Installations, 9 decreased in the Overall Satisfaction Index, 9 in the Property Index, and 9 in the Service Index.

The following provides further details by Region.

- **EURAFCENT:** Overall Scores range from a high of 96.0 (Bahrain) to a low of 69.5 (Naples). All Installations declined in all Satisfaction Indexes, most notably in Service, except Naples.
- **Guam:** Overall Scores range from 70.9 (Guam NB) to 67.4 (Anderson Guam). Anderson Guam declined 8.3 points in the Service Score.
- **Japan:** Three out of four Installations decreased in the Overall and Service Satisfaction Indexes. Atsugi is the only Installation to increase. It increased between 2.0 and 3.8 points in all three Satisfaction Indexes. Singapore decreased, moving from a rating of Outstanding (100.0 to 85.0) to Very Good (85.0 to 80.0). Yokosuka decreased less than 1 point in all Satisfaction Indexes.
- **Korea:** The single Installation in Korea decreased between 4.1 and 7.0 in all Satisfaction Indexes. All Satisfaction Indexes scores are still in the Outstanding range (100.00 to 85.0).
- **Mid-Atlantic:** The small, single Installation of Wallops Island had significant increases within all Satisfaction Indexes and moved all ratings from a range of Very Good (84.9 to 80.0) to Outstanding (100.0 to 85.0).
- **Southeast:** This region has two Installations. Guantanamo Bay increased for Overall (4.4), Property (2.7) and Service (5.7) Indexes. Kingsville increased for Overall (2.4) and Service (3.7), but decreased in the Property Satisfaction Index (-1.6).

Line	Region	Installation	Overall Score			Property Score			Service Score			Response Rate	
			FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	Dist.	% Rec.
1	EURAFCENT	BAHRAIN	96.0	98.3	(2.3)	91.4	95.7	(4.3)	98.9	100.0	(1.1)	1	100.0%
2	EURAFCENT	NAPLES	69.5	68.9	0.6	72.2	72.4	(0.2)	67.0	66.4	0.6	644	33.1%
3	EURAFCENT	ROTA	77.1	80.0	(2.9)	79.0	80.2	(1.2)	75.1	79.6	(4.5)	225	29.3%
4	EURAFCENT	SIGONELLA	77.5	78.7	(1.2)	80.0	79.7	0.3	75.5	77.1	(1.6)	434	37.8%
5	GUAM	ANDERSEN GUAM	67.4	72.5	(5.1)	65.3	67.2	(1.9)	69.1	77.4	(8.3)	379	13.7%
6	GUAM	GUAM NB	70.9	72.0	(1.1)	69.0	73.4	(4.4)	71.6	71.8	(0.2)	577	25.5%
7	JAPAN	ATSUGI	73.6	70.8	2.8	74.2	72.2	2.0	75.1	71.3	3.8	372	24.5%
8	JAPAN	SASEBO	72.8	73.0	(0.2)	77.6	76.1	1.5	70.9	72.3	(1.4)	472	18.4%
9	JAPAN	SINGAPORE	83.2	85.4	(2.2)	84.7	85.8	(1.1)	82.6	85.3	(2.7)	58	32.8%
10	JAPAN	YOKOSUKA	81.0	81.3	(0.3)	79.1	79.8	(0.7)	83.3	83.4	(0.1)	2,042	24.9%
11	KOREA	CHINHAE	90.2	95.3	(5.1)	86.2	93.2	(7.0)	92.1	96.2	(4.1)	39	64.1%
12	MID- ATL	WALLOPS IS	93.8	84.0	9.8	91.2	83.7	7.5	95.2	81.1	14.1	14	71.4%
13	SOUTHEAST	GUANTANAMO	76.4	72.0	4.4	77.8	75.1	2.7	74.3	68.6	5.7	358	33.2%
14	SOUTHEAST	KINGSVILLE	87.4	85.0	2.4	73.8	75.4	(1.6)	97.8	94.1	3.7	1	100.0%

Color grids have been used for visual representation of the high, median, and low range of data for each Satisfaction Index. 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
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74.9 to 70.0 Average	54.9 to 0.0 Crisis

C4. Select Questions by Installation, Sorted by Region:

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?

Installation	Region	8a) Home	8b) Community	2j) Services Overall	5a) Condition of Home
ANDERSEN GUAM	Guam	28.8%	11.5%	34.6%	30.8%
ATSUGI	Japan	27.0%	28.4%	15.9%	22.0%
BAHRAIN	EURAFCENT	0.0%	0.0%	0.0%	0.0%
CHINHAE	Korea	0.0%	4.0%	4.0%	0.0%
GUAM NB	Guam	18.6%	20.0%	27.6%	20.7%
GUANTANAMO BAY	Southeast	11.3%	7.1%	17.2%	14.3%
KINGSVILLE	Southeast	0.0%	0.0%	0.0%	0.0%
NAPLES	EURAFCENT	30.3%	22.2%	32.7%	35.4%
ROTA	EURAFCENT	7.8%	1.6%	13.6%	22.7%
SASEBO	Japan	10.5%	19.8%	30.9%	4.6%
SIGONELLA	EURAFCENT	13.8%	11.3%	13.7%	20.1%
SINGAPORE	Japan	11.1%	5.6%	15.8%	21.1%
WALLOPS IS	Mid-Atlantic	0.0%	0.0%	0.0%	0.0%
YOKOSUKA	Japan	15.2%	17.4%	9.4%	17.9%

D. Awards – Navy 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

One (1) Installation achieved a Crystal Service Award for FY23.

1. Chinhae (Korea)

Neighborhood Awards

Navy Family Housing has 9 Platinum A List Award winners and 16 A List Award winners, for a total of 25 Award winners out of 94 Neighborhoods surveyed.

- **Platinum Award:** Nine (9) Neighborhoods
- **A List Award:** Sixteen (16) 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%.

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 91.4 (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 Navy survey with other military and private sector housing results.

- ◆ All military used the same question set for FY23.
- ◆ Navy Representatives had access to the CEL Online Reporting.
- ◆ The survey was confidential and anonymous.

The Survey Process: CEL worked with the Navy 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 5,616 surveys to Tenants living in Navy Family Housing. There was a total of 94 Neighborhoods at 14 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. 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.

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 Navy FH Overall, a Region, an Installation, or a single Neighborhood is performing.

The Overall Satisfaction Index includes scores from all scored questions. These question scores are included in each of the Business Success Factors. Questions pertaining to Quality of Leasing and Renewal Intention are not categorized in the Service or Property Index but are included in the Overall Satisfaction Index.

REACT R Summarizes satisfaction by way of three Satisfaction Indices and Nine Business Success Factors



Reporting: CEL prepared consolidated reports by Overall Navy Family Housing, Regions, Installations, and 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.