



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



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

Prepared by: CEL & Associates, Inc.  
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## Introduction

Commander Navy Installations Command (“CNIC”) engaged 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 47 Installations consisting of 245 Privatized Family Housing Neighborhoods and 2 Installations with 8 Unaccompanied Housing Buildings 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.

#### Overall Results:

The results of the FY23 DoD Tenant Satisfaction Survey for Navy PPV indicate a slight decline or increase of less than ½ of a point for each of the Satisfaction Indexes, which essentially equates to no change. Navy PPV Housing had successes and areas of missed opportunities for FY23. Tenant comments indicate frustration with the BAH/Rent increases citing not having received “equal value back” in the form of additional services, amenities, and/or upgrades. These comments indicate a general misunderstanding of how rent increases correlate to market conditions, while other comments question the value of the home versus the increased rent. The most vocal Tenants reside in the 10 Installations with scores below 70.0. Navy Housing can assist by educating Tenants on how BAH is calculated in any type of military or market rate housing. For FY24, Navy should focus on the 10 Installations with scores below 70.0, as well as review all Installation and Neighborhood Reporting to target and correct issues specific to each Installation.

1. **The Overall Response Rate increased by 7.4 percent.** The response rate of 33% is in the Very Good range and an increase of 7.4% from the FY22 survey. [Reference page 3](#)
2. **The Overall (-0.1) and Property (-0.5) Satisfaction Indexes decreased by ½ point or less and the Service Index (0.4) increased by less than ½ of a point, which equates to no change.** Overall Navy PPV Family Housing scores are in the rating range of Good for Overall Score 76.1, or 3.81, and Service Score 78.6, or 3.93, and Average for Property Score 72.3, or 3.62. [Reference page 3.](#)
3. Out of 46 Installations with surveys returned, 78.3% (36) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for the Overall Score, 17.4% (8) rated Below Average (69.9 thru 65.0), and 4.3% (2) rated Poor (64.9 thru 60.0). For the Service Score, 89.1% (41) Installations Rated 70.0 (Average) or above. Note: One Installation had no surveys returned. [Reference page 4.](#)
4. Out of 243 Family Housing Neighborhoods with surveys returned, 72.8% (177) of Neighborhoods rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score, 14.0% (34) rated Below Average (69.9 thru 65.0), 11.9% (29) rated Poor or Very Poor (64.9 thru 55.0), and 1.2% (3) rated Crisis (54.9 or below). Note: Two Neighborhoods had no surveys returned. [Reference page 4.](#)
5. 64.2% of Tenants are satisfied with the condition of their home, 10.3% are neither satisfied nor dissatisfied, 25.1% are dissatisfied, and 0.5% have no opinion. [Reference page 6.](#)
6. 76.4% of Tenants are satisfied with the quality of maintenance work, 8.2% are neither satisfied nor dissatisfied, 14.0% are dissatisfied, and 1.4% have No Opinion. [Reference page 6.](#)

## B. Overall Results for Navy PPV Family Housing

### B1. Overall Response Rates:

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

The response rate of 33.0% is in the Very Good range and an increase of 7.4% from the FY22 survey.

95.7% (45) of the Installations with Family Housing met or exceeded the 20% minimum response rate goal.

74.5% (35) of Installations met or exceeded the 30% project goal.

### Overall Navy PPV Response Rate

Distributed	Received
35,172	11,605
33.0%	
FY22	Difference
25.6%	+7.4%

### B2. Satisfaction Index Results:

The Overall (-0.1) and Property (-0.5) Satisfaction Indexes decreased by ½ point or less and the Service Index (0.4) increased by less than ½ of a point, which equates to no change.

Overall Navy PPV Family Housing scores are in the rating range of Good for Overall Score 76.1, or 3.81, and Service Score 78.6, or 3.93, and Average 72.3, or 3.62, for Property Score.

### Satisfaction Indexes

Index	FY23	FY22	Var.	5 Point Score FY23	CEL Rating FY23
Overall	76.1	76.2	(0.1)	3.81	Good
Property	72.3	72.8	(0.5)	3.62	Average
Service	78.6	78.2	0.4	3.93	Good

### Business Success Factors

Factor	FY23	FY22	Var.	5 Point Score FY23	CEL Rating FY23
1 - Readiness to Solve Problems	78.6	77.9	0.7	3.93	Good
2 - Responsiveness & Follow Through	75.1	74.4	0.7	3.76	Good
3 - Property Appearance & Condition	73.0	74.2	(1.2)	3.65	Average
4 - Quality of Management Services	74.7	75.3	(0.6)	3.74	Average
5 - Quality of Leasing Services	82.8	84.1	(1.3)	4.14	V. Good
6 - Quality of Maintenance Services	85.0	83.6	1.4	4.25	Outstanding
7 - Property Rating	71.8	72.0	(0.2)	3.59	Average
8 - Relationship Rating	75.8	76.2	(0.4)	3.79	Good
9 - Renewal Intention	71.4	72.2	(0.8)	3.57	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:

Navy PPV scores decreased slightly within 6 of the 9 BSFs.

The highest scoring BSF is BSF #6 Quality of Maintenance Services with an increase of 1.4 points for FY23. This BSF has questions such as responsiveness, problem resolution, courtesy, quality, and follow-up. Question scores in this BSF all range from a high of 91.6 for courtesy to a low of 81.7 for follow-up, which is still in the range of Very Good.

BSF #6 Quality of Maintenance Services is an area where low scores are tied to specific installations, versus being a Navy-wide issue. Navy overall scores are in the Outstanding range.

#### B4. Overall Project Status by Number of Installations:

Out of 46 Installations with surveys returned, 78.3% (36) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 17.4% (8) rated Below Average (69.9 thru 65.0), and 4.3% (2) rated Poor (64.9 thru 60.0). . Note: One Installation had no surveys returned.

- Out of 46 Installations, 89.1% (41) of Installations rated 70.0 (Average) or above in the Service Score.
- 22 (47.8%) Installations increased in the Overall Satisfaction Index. Up from 17 in FY22.
- 24 (52.2%) Installations decreased in the Overall Satisfaction Index. Down from 27 in FY22.
- Of the 24 Installations that decreased, 13 (28.3%) Installations decreased less than 5 points.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 46* Installations	Percent			Count		
Increased Scores:	47.8%	45.7%	52.2%	22	21	24
Decreased Scores:	52.2%	54.3%	47.8%	24	25	22
Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0).	78.3%	76.1%	89.1%	36	35	41
Rated in the Below Average range (69.9 thru 65.0).	17.4%	10.9%	6.5%	8	5	3
Rating Poor range (64.9 thru 60.0).	4.3%	13.0%	4.3%	2	6	2

\* Note: Out of the 47 Installations, one installation (single home) had no surveys returned so the numbers are based on 46 Installations.

#### B5. Overall Project Status by Number of Neighborhoods:

Out of 243 Family Housing Neighborhoods with surveys returned, 72.8% (177) of Neighborhoods rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) for Overall Score, 14.0% (34) rated Below Average (69.9 thru 65.0), 11.9% (29) rated Poor or Very Poor (64.9 thru 55.0), and 1.2% (3) rated Crisis (54.9 or below). Note: Two Neighborhoods had no surveys returned.

- 116 (47.9%) Neighborhoods increased in the Overall Satisfaction Index. Up from 99 (41.3%) in FY22.
- 125 (51.7%) Neighborhoods decreased in the Overall Satisfaction Index. Down from 136 (56.7%) in FY22.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on *243 Neighborhoods	Percent			Count		
Increased Scores:	47.9%	45.9%	52.1%	116	111	126
Decreased Scores:	51.7%	54.1%	47.1%	125	131	114
Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0).	72.8%	65.0%	77.8%	177	158	189
Rated in the Below Average range (69.9 thru 65.0.)	14.0%	14.4%	12.3%	34	35	30
Rating Poor or Very Poor ranges (64.9 thru 55.0).	11.9%	16.5%	8.6%	29	40	21
Rating Below 55.0.	1.2%	4.1%	1.2%	3	10	3

Note: \*Out of the 245 Neighborhoods surveyed, two Neighborhoods had no surveys returned so the numbers are based on 243 Neighborhoods. One Neighborhood had no change for Overall. Two Neighborhoods had no change for Service. Increased and Decreased rows are based on 242 Neighborhoods with prior scores.

## B6. Demographics of responding Tenants:

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

Actual Question on the Survey:

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

## Selection of Grade

88.5% of the population self-selected one of the five categories of grades below.

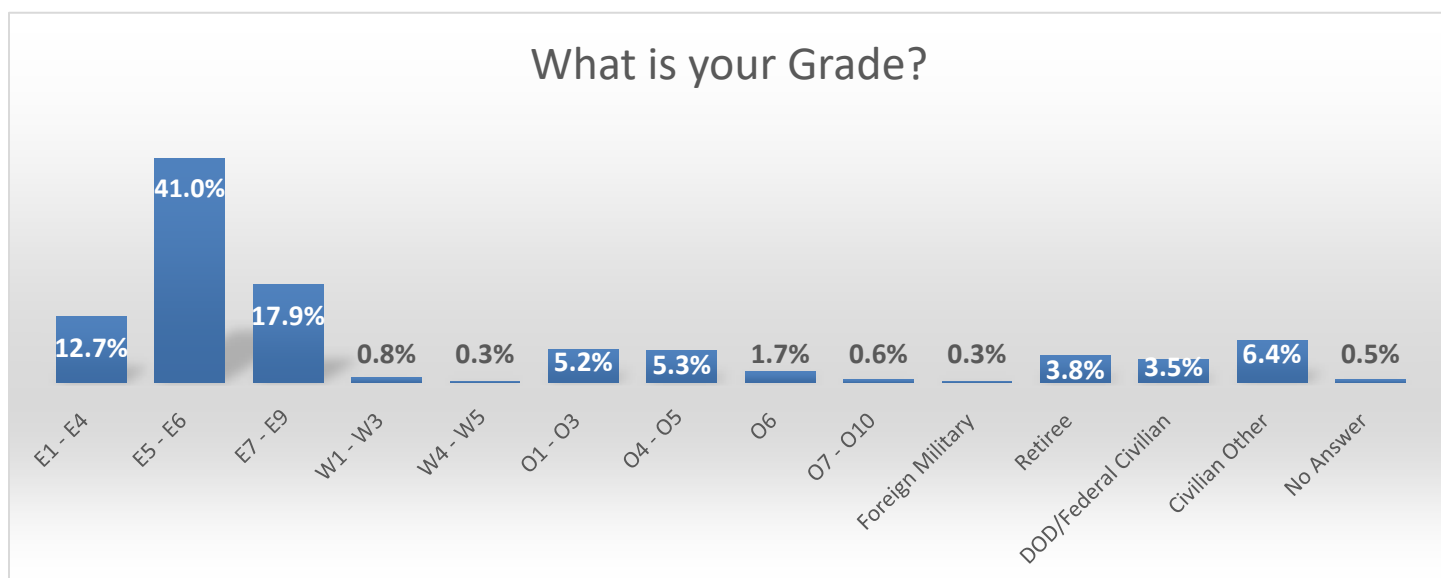
E1 – E4 (12.7%)

E5 – E6 (41.0%)

E7 – E9 (17.9%)

O1 – O3 or O4-O5 (10.5%)

Civilian (6.4%)



## Complete Data:

Grade	Count	Percent
E1 - E4	1,476	12.7%
E5 - E6	4,761	41.0%
E7 - E9	2,073	17.9%
W1 - W3	98	0.8%
W4 - W5	33	0.3%
O1 - O3	600	5.2%
O4 - O5	610	5.3%
O6	203	1.7%
O7 - O10	66	0.6%
Foreign Military	32	0.3%
Retiree	440	3.8%
DOD/Federal Civilian	411	3.5%
Civilian Other	740	6.4%
No Answer	62	0.5%
Total	11,605	100.0%

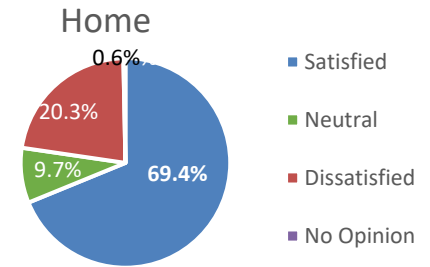
## B7. Select Questions:

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

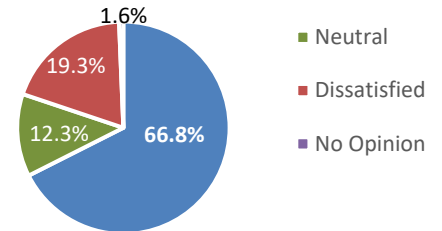
### Observations:

- Q8d) The health and safety of this community (parks, roads, lighting, etc.) and 9a) I would recommend this housing community to others tied for lowest scoring Select Question with a score of 71.8.
- Q2j) Overall level and quality of service you are receiving decreased from 76.5 to 76.4. This is a decrease of only 0.1 point, which equates to no change.
- Q3e) Follow-up on maintenance requests increased from 80.4 to 81.7.
- Q3d) Quality of maintenance work increased from 81.4 to 82.4.
- All Question Scores have a rating of 3.59 or higher.

## 8a.Tenant Satisfaction with



## 2j.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			
3d) Quality of maintenance work	76.4%	8.2%	14.0%	1.4%	82.4	4.12
3e) Follow-up on maintenance requests to ensure satisfaction	72.9%	11.1%	14.0%	2.0%	81.7	4.09
2j) Overall level and quality of service you are receiving	66.8%	12.3%	19.3%	1.6%	76.4	3.82
8b) Overall satisfaction with this housing community	67.2%	13.0%	18.4%	1.4%	76.0	3.80
8a) Overall satisfaction with your home	69.4%	9.7%	20.3%	0.6%	75.6	3.78
8g) Your Chain of Command in engaging on housing issues	43.5%	20.4%	10.1%	26.1%	75.4	3.77
8e) The property management/housing office response to and correction of your health and safety concerns	60.0%	16.3%	19.3%	4.4%	74.3	3.72
8c) The health and safety of your home	63.7%	12.6%	22.4%	1.4%	73.9	3.70
8f) The government housing office as your advocate	51.3%	18.4%	16.5%	13.7%	73.6	3.68
5a) Overall condition of your home	64.2%	10.3%	25.1%	0.5%	72.3	3.62
9a) I would recommend this housing community to others	60.2%	15.2%	22.9%	1.7%	71.8	3.59
8d) The health and safety of this community (parks, roads, lighting, etc.)	60.4%	12.9%	25.5%	1.2%	71.8	3.59

## B8. Highest and Lowest Scoring Questions Overall Project:

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 a 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	91.6	6
3a) Responsiveness of maintenance personnel	87.2	6
6b) Professionalism with which you were treated by the leasing/housing office	85.1	5
2c) Courtesy and respect with which you are treated	84.4	8
6d) Overall level and quality of the leasing/housing office	82.4	5

The top five scoring questions range from 91.6 to 82.4 and include areas such as Courtesy, Respect, and Professionalism of Staff, Ease of Leasing Process, and Overall Leasing Process.

Four of the top five questions did not change from the prior year, but the order of the questions changed.

Bottom 5 Scoring Questions		
Question	Score	BSF
5e) Pest Control	69.4	7
7f) Given the choice in the future, I would seek/want to live in this housing community again	69.4	9
4d) Visitor parking	69.2	7
7b) Overall Resident morale at this housing community is good	69.0	8
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	66.8	Non-Coded

The bottom five scoring questions range from 69.4 to 66.8 and include areas such as Pest Control, Referral, Morale, Visitor Parking, and Interiors.

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 not a percentile. Scoring is 1-100 range.

Non-Coded = Questions not coded to any Business Success Factor.

### 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. Family Housing Scores and Rating by Installation

### C1. Response Rates by Installation:

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

**97.8%**

45 out of 46 Installations with surveys returned, met or exceeded the 20% response rate minimum goal.

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

**76.1%**

76.1%, or 35 out of 46 Installations achieved a response rate greater than 30% as indicated in green font.

**C.** The highest response rate was achieved by Mechanicsburg.

**100%**

Mechanicsburg achieved the highest response rate of 100%.

**D.** Highest Response rate with over 1,000 surveys distributed.

**44.9%**

Ventura County, which had over 1,000 surveys distributed, achieved a response rate of 44.9%.

Note: \*DC Navy Yard, which is a single home, is excluded from this analysis. The one home, however, is included in the total of 35,172 surveys distributed.

<i><b>Company</b></i>	<i><b>Installation*</b></i>	<i><b>Dist.</b></i>	<i><b>Rec.</b></i>	<i><b>% Rec.</b></i>
Liberty	MECHANICSBURG	30	30	100.0%
Liberty	THURMONT	27	26	96.3%
Hunt	CRANE	24	17	70.8%
BBC	PANAMA CITY	47	31	66.0%
Hunt	EVERETT	138	84	60.9%
Liberty	CHINA LAKE	165	99	60.0%
BBC	EARLE	80	48	60.0%
Liberty	PATUXENT RIVER	713	428	60.0%
Liberty	ANACOSTIA-BOLLING	179	102	57.0%
Liberty	INDIAN HEAD	142	81	57.0%
BBC	SARATOGA SPRINGS	195	106	54.4%
BBC	LAKEHURST	106	56	52.8%
Liberty	NDW FLAG	36	19	52.8%
BBC	MITCHEL FIELD	240	126	52.5%
Liberty	ANNAPOLIS	270	141	52.2%
BBC	FORT WORTH	78	40	51.3%
Liberty	EL CENTRO	91	46	50.5%
Hunt	NAVY NW EXEC	4	2	50.0%
Liberty	DAHLGREN	164	77	47.0%
Liberty	VENTURA COUNTY	1,166	523	44.9%
Liberty	FALLON	213	95	44.6%
Hunt	BARKING SANDS	52	22	42.3%
Hunt	WHIDBEY ISLAND	1,440	598	41.5%
Liberty	SEAL BEACH	161	65	40.4%
BBC	WHITING FIELD	269	106	39.4%
BBC	NEWPORT	617	239	38.7%
BBC	MERIDIAN	154	57	37.0%
Liberty	HAMPTON ROADS	4,114	1,485	36.1%
Hunt	KINGSVILLE	139	50	36.0%
Hunt	KITSAP	1,645	545	33.1%
Liberty	SAN DIEGO	8,482	2,747	32.4%
BBC	KEY WEST	628	203	32.3%
Patrician	NEW ORLEANS	785	246	31.3%
BBC	PORTSMOUTH	200	62	31.0%
BBC	PENSACOLA	496	149	30.0%
BBC	JACKSONVILLE	288	84	29.2%
BBC	MAYPORT	827	239	28.9%
Allied Orion	CORPUS CHRISTI	236	66	28.0%
BBC	GULFPORT	465	130	28.0%
Hunt	PEARL HARBOR	4,172	1,046	25.1%
BBC	CHARLESTON	881	220	25.0%
Hunt	MID-SOUTH	274	65	23.7%
Liberty	LEMOORE	1,240	278	22.4%
BBC	NEW LONDON	1,742	384	22.0%
BBC	KINGS BAY	395	85	21.5%
Hunt	GREAT LAKES	1,361	257	18.9%



## C2. Scores and Rating by Installation:

Out of 46 Installations, 78.3% (36) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 17.4% (8) rated Below Average (69.9 thru 65.0), and 4.3% (2) rated Poor (64.9 thru 60.0).

Line	Installation*	Company	CEL Rating Overall Score	Overall	Property	Service	Dist.	% Rec.	# of Neighbor- hoods	Overall 5 Point Scale
1	NAVY NW EXEC	Hunt	Outstanding	98.9	97.8	99.4	4	50.0%	1	4.95
2	THURMONT	Liberty	Outstanding	96.0	95.1	97.1	27	96.3%	1	4.80
3	CHINA LAKE	Liberty	Outstanding	93.5	89.8	95.4	165	60.0%	1	4.68
4	EL CENTRO	Liberty	Outstanding	92.4	89.6	93.8	91	50.5%	1	4.62
5	FALLON	Liberty	Outstanding	92.4	90.7	92.8	213	44.6%	3	4.62
6	MECHANICSBURG	Liberty	Outstanding	92.4	92.9	92.3	30	100.0%	2	4.62
7	CRANE	Hunt	Outstanding	90.6	88.6	92.5	24	70.8%	1	4.53
8	NDW FLAG	Liberty	Outstanding	90.4	88.0	91.1	36	52.8%	1	4.52
9	KINGSVILLE	Hunt	Outstanding	89.7	83.6	93.6	139	36.0%	1	4.49
10	EVERETT	Hunt	Outstanding	88.4	87.0	89.5	138	60.9%	1	4.42
11	SARATOGA SPRINGS	BBC	Outstanding	88.4	83.2	91.9	195	54.4%	2	4.42
12	WHITING FIELD	BBC	Outstanding	88.2	86.2	89.1	269	39.4%	2	4.41
13	PANAMA CITY	BBC	Outstanding	86.2	80.1	90.8	47	66.0%	2	4.31
14	PATUXENT RIVER	Liberty	Outstanding	85.4	82.0	87.9	713	60.0%	6	4.27
15	MERIDIAN	BBC	Very Good	83.9	81.8	85.6	154	37.0%	2	4.20
16	MITCHEL FIELD	BBC	Very Good	83.8	76.0	88.4	240	52.5%	1	4.19
17	INDIAN HEAD	Liberty	Very Good	83.5	84.4	83.7	142	57.0%	2	4.18
18	VENTURA	Liberty	Very Good	83.1	79.2	86.1	1,166	44.9%	9	4.16
19	GULFPORT	BBC	Very Good	83.0	79.9	84.7	465	28.0%	7	4.15
20	FORT WORTH	BBC	Very Good	80.7	78.5	83.6	78	51.3%	3	4.04
21	ANACOSTIA-BOLLING	Liberty	Very Good	80.1	80.4	80.5	179	57.0%	1	4.01
22	MID-SOUTH	Hunt	Good	79.8	75.8	82.6	274	23.7%	4	3.99
23	SAN DIEGO	Liberty	Good	79.7	74.4	83.1	8,482	32.4%	40	3.99
24	DAHLGREN	Liberty	Good	79.4	78.5	80.4	164	47.0%	4	3.97
25	WHIDBEY	Hunt	Good	79.4	75.0	82.4	1,440	41.5%	4	3.97
26	ANNAPOLIS	Liberty	Good	78.7	77.1	79.8	270	52.2%	6	3.94
27	CORPUS CHRISTI	Allied Orion	Good	78.0	72.5	81.0	236	28.0%	4	3.90
28	NEW ORLEANS	Patrician	Good	77.1	77.3	76.6	785	31.3%	3	3.86
29	LEMOORE	Liberty	Good	77.0	75.9	77.3	1,240	22.4%	6	3.85
30	KITSAP	Hunt	Good	76.2	71.0	79.5	1,645	33.1%	5	3.81
31	PENSACOLA	BBC	Good	76.0	70.9	79.4	496	30.0%	5	3.80
32	CHARLESTON	BBC	Average	74.8	74.0	75.0	881	25.0%	4	3.74
33	LAKEHURST	BBC	Average	74.8	74.0	76.4	106	52.8%	2	3.74
34	SEAL BEACH	Liberty	Average	73.5	70.2	77.3	161	40.4%	1	3.68
35	JACKSONVILLE	BBC	Average	71.2	70.5	71.3	288	29.2%	2	3.56
36	NEW LONDON	BBC	Average	70.1	68.1	70.5	1,742	22.0%	10	3.51
37	GREAT LAKES	Hunt	B. Average	69.9	67.3	71.7	1,361	18.9%	8	3.50
38	HAMPTON ROADS	Liberty	B. Average	69.6	65.2	72.4	4,114	36.1%	27	3.48
39	PORTSMOUTH	BBC	B. Average	68.2	62.1	73.5	200	31.0%	2	3.41
40	EARLE	BBC	B. Average	67.3	64.6	71.3	80	60.0%	3	3.37
41	BARKING SANDS	Hunt	B. Average	66.2	69.1	65.3	52	42.3%	2	3.31
42	NEWPORT	BBC	B. Average	66.2	63.3	68.0	617	38.7%	10	3.31
43	PEARL HARBOR	Hunt	B. Average	65.9	60.6	70.0	4,172	25.1%	27	3.30
44	KINGS BAY	BBC	B. Average	65.1	63.2	66.0	395	21.5%	6	3.26
45	MAYPORT	BBC	Poor	64.0	65.3	62.4	827	28.9%	4	3.20
46	KEY WEST	BBC	Poor	63.0	61.9	63.0	628	32.3%	5	3.15

Note: \*One Installation is not shown on table due to it being a single home and had no surveys received.

### C3. Installation Scores Current and Prior by MHPI Company:

Out of 46 Installations, 22 (47.8%) Installations increased in the Overall Satisfaction Index, up from 17 in FY22, and 24 (52.2%) of the Installations decreased. The names of the Installations that increased in Overall Score are shown in a blue highlight. Scores below 70.0 indicated in red font and red highlight.

Line	Company	Installation	Overall Score			Property Score			Service Score			Response Rate		
			FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	Dist.	Rec.	% Rec.
1	Allied	CORPUS CHRISTI	78.0	83.8	(5.8)	72.5	76.2	(3.7)	81.0	88.2	(7.2)	236	66	28.0%
2	BBC	CHARLESTON	74.8	80.1	(5.3)	74.0	80.2	(6.2)	75.0	79.1	(4.1)	881	220	25.0%
3	BBC	EARLE	67.3	82.1	(14.8)	64.6	77.9	(13.3)	71.3	85.9	(14.6)	80	48	60.0%
4	BBC	FORT WORTH	80.7	93.3	(12.6)	78.5	89.4	(10.9)	83.6	96.4	(12.8)	78	40	51.3%
5	BBC	GULFPORT	83.0	76.0	7.0	79.9	77.5	2.4	84.7	73.6	11.1	465	130	28.0%
6	BBC	JACKSONVILLE	71.2	80.8	(9.6)	70.5	77.3	(6.8)	71.3	82.9	(11.6)	288	84	29.2%
7	BBC	KEY WEST	63.0	70.7	(7.7)	61.9	67.9	(6.0)	63.0	71.6	(8.6)	628	203	32.3%
8	BBC	KINGS BAY	65.1	66.4	(1.3)	63.2	65.5	(2.3)	66.0	66.9	(0.9)	395	85	21.5%
9	BBC	LAKEHURST	74.8	84.1	(9.3)	74.0	83.3	(9.3)	76.4	85.4	(9.0)	106	56	52.8%
10	BBC	MAYPORT	64.0	74.0	(10.0)	65.3	73.2	(7.9)	62.4	73.8	(11.4)	827	239	28.9%
11	BBC	MERIDIAN	83.9	82.0	1.9	81.8	80.8	1.0	85.6	83.2	2.4	154	57	37.0%
12	BBC	MITCHEL FIELD	83.8	86.9	(3.1)	76.0	81.8	(5.8)	88.4	90.0	(1.6)	240	126	52.5%
13	BBC	NEW LONDON	70.1	69.2	0.9	68.1	68.0	0.1	70.5	68.8	1.7	1,742	384	22.0%
14	BBC	NEWPORT	66.2	75.4	(9.2)	63.3	70.4	(7.1)	68.0	78.0	(10.0)	617	239	38.7%
15	BBC	PANAMA CITY	86.2	83.6	2.6	80.1	81.2	(1.1)	90.8	85.2	5.6	47	31	66.0%
16	BBC	PENSACOLA	76.0	77.2	(1.2)	70.9	73.7	(2.8)	79.4	79.2	0.2	496	149	30.0%
17	BBC	PORTSMOUTH	68.2	72.3	(4.1)	62.1	65.4	(3.3)	73.5	76.7	(3.2)	200	62	31.0%
18	BBC	SARATOGA	88.4	90.2	(1.8)	83.2	85.5	(2.3)	91.9	93.4	(1.5)	195	106	54.4%
19	BBC	WHITING FIELD	88.2	84.0	4.2	86.2	80.2	6.0	89.1	86.3	2.8	269	106	39.4%
20	Hunt	BARKING SANDS	66.2	74.2	(8.0)	69.1	72.5	(3.4)	65.3	77.0	(11.7)	52	22	42.3%
21	Hunt	CRANE	90.6	87.7	2.9	88.6	84.6	4.0	92.5	90.9	1.6	24	17	70.8%
22	Hunt	EVERETT	88.4	85.5	2.9	87.0	86.7	0.3	89.5	84.9	4.6	138	84	60.9%
23	Hunt	GREAT LAKES	69.9	69.1	0.8	67.3	68.5	(1.2)	71.7	69.4	2.3	1,361	257	18.9%
24	Hunt	KINGSVILLE	89.7	87.1	2.6	83.6	82.1	1.5	93.6	90.5	3.1	139	50	36.0%
25	Hunt	KITSAP	76.2	78.5	(2.3)	71.0	74.5	(3.5)	79.5	81.1	(1.6)	1,645	545	33.1%
26	Hunt	MID-SOUTH	79.8	83.1	(3.3)	75.8	77.9	(2.1)	82.6	86.8	(4.2)	274	65	23.7%
27	Hunt	NAVY NW EXEC	98.9	97.2	1.7	97.8	95.0	2.8	99.4	98.3	1.1	4	2	50.0%
28	Hunt	PEARL HARBOR	65.9	70.2	(4.3)	60.6	64.3	(3.7)	70.0	73.5	(3.5)	4,172	1,046	25.1%
29	Hunt	WHIDBEY ISLAND	79.4	76.9	2.5	75.0	74.1	0.9	82.4	78.7	3.7	1,440	598	41.5%
30	Liberty	ANACOSTIA-BOLLING	80.1	68.4	11.7	80.4	71.6	8.8	80.5	66.5	14.0	179	102	57.0%
31	Liberty	ANNAPOLIS	78.7	79.5	(0.8)	77.1	79.0	(1.9)	79.8	79.4	0.4	270	141	52.2%
32	Liberty	CHINA LAKE	93.5	91.9	1.6	89.8	87.5	2.3	95.4	94.4	1.0	165	99	60.0%
33	Liberty	DAHLGREN	79.4	80.8	(1.4)	78.5	78.0	0.5	80.4	83.7	(3.3)	164	77	47.0%
34	Liberty	EL CENTRO	92.4	93.7	(1.3)	89.6	91.1	(1.5)	93.8	95.5	(1.7)	91	46	50.5%
35	Liberty	FALLON	92.4	94.1	(1.7)	90.7	92.8	(2.1)	92.8	94.4	(1.6)	213	95	44.6%
36	Liberty	HAMPTON ROADS	69.6	64.4	5.2	65.2	62.0	3.2	72.4	65.6	6.8	4,114	1,485	36.1%
37	Liberty	INDIAN HEAD	83.5	72.6	10.9	84.4	75.4	9.0	83.7	70.4	13.3	142	81	57.0%
38	Liberty	LEMOORE	77.0	72.0	5.0	75.9	70.6	5.3	77.3	72.6	4.7	1,240	278	22.4%
39	Liberty	MECHANICSBURG	92.4	90.9	1.5	92.9	92.7	0.2	92.3	89.8	2.5	30	30	100.0%
40	Liberty	NDW FLAG	90.4	84.8	5.6	88.0	83.6	4.4	91.1	84.1	7.0	36	19	52.8%
41	Liberty	PATUXENT RIVER	85.4	82.6	2.8	82.0	78.8	3.2	87.9	84.8	3.1	713	428	60.0%
42	Liberty	SAN DIEGO	79.7	80.2	(0.5)	74.4	75.3	(0.9)	83.1	83.4	(0.3)	8,482	2,747	32.4%
43	Liberty	SEAL BEACH	73.5	87.9	(14.4)	70.2	80.6	(10.4)	77.3	92.4	(15.1)	161	65	40.4%
44	Liberty	THURMONT	96.0	92.6	3.4	95.1	89.8	5.3	97.1	96.6	0.5	27	26	96.3%
45	Liberty	VENTURA	83.1	81.5	1.6	79.2	76.9	2.3	86.1	84.7	1.4	1,166	523	44.9%
46	Patrician	*NEW ORLEANS	77.1	66.4	10.7	77.3	69.6	7.7	76.6	63.5	13.1	785	246	31.3%

Color Key = Satisfaction Index Score less than 70.0 in red highlight and font. Scores are not a percentile. Scoring is 1-100 range. Note: \*One Installation is not shown on table due to it being a single home and had no surveys received. Note: \*New Orleans did not survey in FY22 due to storm damage, scores in FY22 column are FY21.

#### C4. Scores and Rating by MHPI Project:

Navy has MHPI Projects containing multiple Installations. Results for these MHPI Projects are below, as well as a detailed list of Installations within a Project for those MHPI Projects with multiple Installations. For 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	Overall Score 5 Point Scale
1	Allied Orion	South Texas	236	66	28.0%	78.0	72.5	81.0	3.90
2	BBC	Northeast	3,180	1,021	32.1%	72.8	69.3	74.9	3.64
3	BBC	Southeast	4,528	1,344	29.7%	73.1	71.5	73.8	3.66
4	Hunt	Hawaii	4,224	1,068	25.3%	65.9	60.8	69.9	3.30
5	Hunt	Kingsville II	139	50	36.0%	89.7	83.6	93.6	4.49
6	Hunt	Midwest	1,659	339	20.4%	72.9	70.0	74.9	3.65
7	Hunt	Northwest	3,227	1,229	38.1%	78.6	74.1	81.6	3.93
8	Liberty	MAMFC	5,434	2,242	41.3%	74.4	70.7	76.8	3.72
9	Liberty	MASD	242	147	60.7%	84.2	84.0	84.8	4.21
10	Liberty	SDFH	11,518	3,853	33.5%	80.7	76.1	83.7	4.03
11	Patrician	New Orleans	785	246	31.3%	77.1	77.3	76.6	3.86

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

Line	MHPI Project	Installation	Company	Line	MHPI Project	Installation	Company
1	HAWAII	BARKING SANDS	Hunt	24	NORTHWEST	EVERETT	Hunt
2	HAWAII	PEARL HARBOR	Hunt	25	NORTHWEST	KITSAP	Hunt
3	KINGSVILLE II	KINGSVILLE	Hunt	26	NORTHWEST	NAVY NW EXEC	Hunt
4	MAMFC	ANNAPOLIS	Liberty	27	NORTHWEST	WHIDBEY ISLAND	Hunt
5	MAMFC	DAHLGREN	Liberty	28	SDFH	CHINA LAKE	Liberty
6	MAMFC	HAMPTON ROADS	Liberty	29	SDFH	EL CENTRO	Liberty
7	MAMFC	INDIAN HEAD	Liberty	30	SDFH	FALLON	Liberty
8	MAMFC	MECHANICSBURG	Liberty	31	SDFH	LEMOORE	Liberty
9	MAMFC	PATUXENT RIVER	Liberty	32	SDFH	SAN DIEGO	Liberty
10	MASD	ANACOSTIA-BOLLING	Liberty	33	SDFH	SEAL BEACH	Liberty
11	MASD	NDW FLAG	Liberty	34	SDFH	VENTURA COUNTY	Liberty
12	MASD	THURMONT	Liberty	35	SOUTH TEXAS	CORPUS CHRISTI	Allied Orion
13	MIDWEST	CRANE	Hunt	36	SOUTHEAST	CHARLESTON	BBC
14	MIDWEST	GREAT LAKES	Hunt	37	SOUTHEAST	FORT WORTH	BBC
15	MIDWEST	MID-SOUTH	Hunt	38	SOUTHEAST	GULFPORT	BBC
16	NEW ORLEANS	NEW ORLEANS	Patrician	39	SOUTHEAST	JACKSONVILLE	BBC
17	NORTHEAST	EARLE	BBC	40	SOUTHEAST	KEY WEST	BBC
18	NORTHEAST	LAKEHURST	BBC	41	SOUTHEAST	KINGS BAY	BBC
19	NORTHEAST	MITCHEL FIELD	BBC	42	SOUTHEAST	MAYPORT	BBC
20	NORTHEAST	NEW LONDON	BBC	43	SOUTHEAST	MERIDIAN	BBC
21	NORTHEAST	NEWPORT	BBC	44	SOUTHEAST	PANAMA CITY	BBC
22	NORTHEAST	PORTSMOUTH	BBC	45	SOUTHEAST	PENSACOLA	BBC
23	NORTHEAST	SARATOGA SPRINGS	BBC	46	SOUTHEAST	WHITING FIELD	BBC

## C5. Select Questions by Installation: Sorted by MHPI 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 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.

Installation	MHPI Company	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
CORPUS CHRISTI	Allied Orion	22.7%	15.2%	13.6%	25.8%
CHARLESTON	BBC	18.4%	10.2%	18.6%	23.9%
EARLE	BBC	64.6%	47.9%	27.7%	70.8%
FORT WORTH	BBC	20.0%	15.0%	15.0%	25.0%
GULFPORT	BBC	13.1%	7.7%	7.8%	15.9%
JACKSONVILLE	BBC	23.8%	19.0%	26.8%	25.3%
KEY WEST	BBC	31.7%	36.5%	42.6%	45.0%
KINGS BAY	BBC	43.5%	37.3%	36.9%	48.2%
LAKEHURST	BBC	20.0%	16.4%	28.6%	29.1%
MAYPORT	BBC	39.6%	32.5%	40.7%	46.0%
MERIDIAN	BBC	16.1%	8.9%	12.5%	21.1%
MITCHEL FIELD	BBC	10.5%	8.0%	5.7%	13.6%
NEW LONDON	BBC	24.1%	18.8%	26.9%	29.5%
NEWPORT	BBC	40.7%	26.5%	34.5%	48.1%
PANAMA CITY	BBC	32.3%	9.7%	16.1%	35.5%
PENSACOLA	BBC	16.2%	12.3%	18.5%	24.5%
PORTSMOUTH	BBC	41.9%	24.6%	23.0%	45.2%
SARATOGA	BBC	11.5%	4.9%	3.8%	13.3%
WHITING FIELD	BBC	11.4%	2.9%	4.8%	13.6%
BARKING SANDS	Hunt	27.3%	27.3%	45.5%	27.3%
CRANE	Hunt	5.9%	0.0%	5.9%	5.9%
EVERETT	Hunt	4.8%	2.4%	6.1%	7.1%
GREAT LAKES	Hunt	25.3%	26.2%	33.2%	32.2%
KINGSVILLE	Hunt	6.0%	8.2%	4.0%	8.0%
KITSAP	Hunt	22.2%	21.9%	17.3%	27.3%
MID-SOUTH	Hunt	15.4%	11.1%	11.1%	27.7%
NAVY NW EXEC	Hunt	0.0%	0.0%	0.0%	0.0%
PEARL HARBOR	Hunt	26.5%	30.3%	32.1%	32.3%
WHIDBEY ISLAND	Hunt	16.8%	14.5%	11.9%	19.1%
ANACOSTIA-BOLLING	Liberty	18.8%	8.1%	13.9%	16.8%
ANNAPOLIS	Liberty	20.7%	11.3%	17.6%	25.0%
CHINA LAKE	Liberty	5.1%	1.0%	1.0%	5.1%
DAHLGREN	Liberty	18.2%	13.2%	21.1%	16.9%
EL CENTRO	Liberty	4.4%	6.7%	4.3%	2.2%
FALLON	Liberty	6.3%	4.3%	4.3%	5.3%
HAMPTON ROADS	Liberty	30.2%	28.9%	28.2%	38.5%
INDIAN HEAD	Liberty	6.2%	10.0%	10.0%	7.4%
LEMOORE	Liberty	16.7%	11.7%	19.0%	19.8%
MECHANICSBURG	Liberty	6.7%	3.3%	6.9%	3.3%
NDW FLAG	Liberty	5.3%	5.6%	5.3%	10.5%
PATUXENT RIVER	Liberty	10.1%	5.9%	7.4%	12.9%
SAN DIEGO	Liberty	14.7%	15.8%	13.9%	18.9%
SEAL BEACH	Liberty	33.8%	34.4%	24.6%	35.4%
THURMONT	Liberty	0.0%	3.8%	0.0%	0.0%
VENTURA COUNTY	Liberty	10.4%	9.8%	9.8%	12.3%
NEW ORLEANS	Patrician	19.9%	13.9%	22.1%	23.3%

## 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

Eight (8) Installations achieved a Crystal Service Award for FY23. Sorted below by highest Service Scores.

Line	Installation	Company	Service Score	% Rec.
1	FALLON	Liberty	92.8	44.6%
2	MECHANICSBURG	Liberty	92.3	100.0%
3	SARATOGA SPRINGS	BBC	91.9	54.4%
4	PANAMA CITY	BBC	90.8	66.0%
5	WHITING FIELD	BBC	89.1	39.4%
6	PATUXENT RIVER	Liberty	87.9	60.0%
7	VENTURA COUNTY	Liberty	86.1	44.9%
8	MERIDIAN	BBC	85.6	37.0%

### Neighborhood A List Awards

**A List Award:** Forty-Five (45) Neighborhoods

**Platinum A List Award:** Thirty-Five (35) 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%.

#### 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%.



## E. Overall Results – Unaccompanied Housing

### E1. Overall Response Rates:

The Navy Unaccompanied Housing consists of two MHPI Projects and eight buildings within two Installations.

Navy Unaccompanied Housing scored in the Outstanding range (100.0 to 85.0) for the Overall Satisfaction Index.

The Overall Response Rate of 23.0% falls in the range of Average and is an increase from the 11.8% response rate in FY22.

FY23 Satisfaction Indexes			
Index	Current	Prior	Change
Overall Score	85.0	80.2	4.8
Property Score	82.1	79.0	3.1
Service Score	86.2	79.8	6.4
Response Rate	5,935	1,366	23.0%

### E2. Satisfaction Index Scores by MHPI Project:

The response rates for both UH Projects improved substantively in FY23. In FY22 Hampton Roads only had a 10.3% response rate and San Diego had a 13.9% response rate.

- The Hampton Roads-UH Project increased for all Satisfaction Indexes.
- The San Diego-UH Project achieved a Crystal Award for Service Excellence.

Company	MHPI Project	Overall Score			Property Score			Service Score			Response Rate		
		FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	Dist.	Rec.	% Rec.
ACC	HAMPTON ROADS-UH	78.3	66.7	11.6	75.7	66.7	9.0	78.8	64.9	13.9	3,592	724	20.2%
Michaels	SAN DIEGO-UH	92.5	93.5	(1.0)	89.4	91.5	(2.1)	94.4	94.7	(0.3)	2,343	642	27.4%

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

### E3. Satisfaction Index Scores by Building:

- Six out of the six Hampton Roads UH Buildings increased in Overall Score.
- All Pacific Beacon and Palmer Hall Satisfaction Indexes are in the Outstanding range (100.0 to 85.0).
- The San Diego UH Buildings both decreased slightly in all Satisfaction Indexes, other than the Palmer Hall Service Score increase of 1.3.

Building Name	MHPI Project	Overall Score			Property Score			Service Score			Response Rate
		FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	
COLE VILLAGE	HRUH	80.6	78.4	2.2	76.5	81.0	(4.5)	82.1	73.5	8.6	25.0%
IOWA ESTATES-MANOR	HRUH	79.9	68.6	11.3	77.6	70.2	7.4	78.8	64.5	14.3	16.5%
IOWA ESTATES-MID RISE	HRUH	80.8	66.6	14.2	77.6	67.0	10.6	81.6	64.0	17.6	20.4%
NEWPORT NEWS	HRUH	77.3	69.2	8.1	76.1	67.6	8.5	76.5	68.0	8.5	21.5%
NORFOLK 1	HRUH	74.4	62.1	12.3	72.3	59.9	12.4	75.1	63.7	11.4	20.7%
NORFOLK NSA UH	HRUH	75.8	68.1	7.7	75.7	73.0	2.7	76.2	64.0	12.2	15.1%
PACIFIC BEACON	SDUH	92.7	93.9	(1.2)	89.7	91.7	(2.0)	94.4	95.1	(0.7)	26.8%
PALMER HALL	SDUH	91.9	92.0	(0.1)	88.3	90.4	(2.1)	94.3	93.0	1.3	29.5%

Highlighting indicates the high, low, and median of the Score Ranges for visual presentation. Scores are not a percentile. Scoring is 1-100 range.

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

## F. Results by MHPI Company – Family Housing

### F1. Overall Results by MHPI Company:

The scores for each Partner were compared against the results for “Overall Navy MHPI (PPV) Family Housing.” Liberty has the highest Overall Score at 78.5, followed by Allied Orion at 78.0. Liberty has the largest portfolio by Tenant count with 17,194 surveys distributed. BBC has the greatest number of Installations at 18, followed by Liberty with 17.

Results by MHPI - FH						
Metric	Overall Navy	Allied Orion	BBC	Hunt	Liberty	Patrician
# of Installations Surveyed	47	1	18	10	17	1
Surveys Distributed	35,172	236	7,708	9,249	17,194	785
Surveys Received	11,605	66	2,365	2,686	6,242	246
Response Rate	33.0%	28.0%	30.7%	29.0%	36.3%	31.3%
Overall Score	76.1	78.0	72.9	73.0	78.5	77.1
Property Score	72.3	72.5	70.5	68.5	74.3	77.3
Service Score	78.6	81.0	74.3	76.3	81.2	76.6
# of Installations within each Range for Overall Score *						
Outstanding (100.0 to 85.0)	14		3	4	7	
Very Good (84.9 to 80.0)	7		4		3	
Good (79.9 to 75.0)	10	1	1	3	4	1
Average (74.9 to 70.0)	5		4		1	
Below Average (69.9 to 65.0)	8		4	3	1	
Poor (64.9 to 60.0)	2		2			
Total # of Installations	46	1	18	10	16	1

\*One installation (single family home) had no surveys returned, so count is based on 46 Installations.  
Scores are not a percentile. Scoring is 1-100 range.

Out of 46 Installations with surveys returned, 78.3% (36) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 17.4% (8) rated Below Average (69.9 thru 65.0), and 4.3% (2) rated Poor (64.9 thru 60.0).

### F2. Current and Prior Scores by MHPI Company:

The PPV Overall Scores range from a high of 78.5 (Liberty) to a low of 72.9 (BBC).

- Allied Orion declined 7.2 points in Service Score.
- BBC’s decline was due to the decrease in the Overall scores of 13 out of 18 Installations.
- Liberty increased the response rate by 16%. The Service Score improved by 1.8 points.
- Patrician improved within all Satisfaction Indexes from the FY21 Survey. \*Note: Patrician did not survey in FY22 due to storm damage.

MHPI Company	Overall Score			Property Score			Service Score			Response Rate		
	FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.
ALLIED ORION	78.0	83.8	(5.8)	72.5	76.2	(3.7)	81.0	88.2	(7.2)	28.0%	26.4%	1.6%
BBC	72.9	76.5	(3.6)	70.5	74.2	(3.7)	74.3	77.5	(3.2)	30.7%	32.5%	(1.8%)
HUNT	73.0	74.6	(1.6)	68.5	70.6	(2.1)	76.3	77.0	(0.7)	29.0%	29.7%	(0.7%)
LIBERTY	78.5	77.1	1.4	74.3	73.5	0.8	81.2	79.4	1.8	36.3%	20.3%	16.0%
*Patrician	77.1	66.4	10.7	77.3	69.6	7.7	76.6	63.5	13.1	31.3%	25.8%	5.5%



## 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 Navy survey with other military and private sector housing results.

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

**The Survey Process:** CEL worked with the Navy and each MHPI Partner to set up the survey process and obtain information on each Neighborhood to be surveyed within each Installation. All surveys were completed online.

- ◆ **Distribution Family Housing:** CEL distributed 35,172 surveys to Family Housing Tenants living in Navy MHPI Housing. There was a total of 245 Neighborhoods at 47 Installations.
- ◆ **Distribution Unaccompanied Housing:** CEL distributed 5,935 surveys to Unaccompanied Housing Tenants living in Navy MHPI Housing. There was a total of 8 Buildings at 2 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:** During the open survey cycle through reporting only Navy and Navy Representatives had access to the CEL Online 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 for retrieval.
- ◆ **Surveying Timing:** Because of the timing of the surveys, there may be discrepancies between the fiscal and calendar years. The REACT reports and accompanying materials reference the calendar year in which the survey was begun. Please use this cross reference to correlate the two:

Fiscal Year	REACT Report Year
FY23	2023
FY22	2021
FY21	2020
FY20	2019 (2)

FY19	2019 (1)
FY18	2018

## Addendum B

**Analytics:** For purposes of assessing Tenant opinions, CEL has developed a proprietary scoring system. Tenants respond to each survey question using a five-point Likert scale. Aggregated answers are then grouped into three overall categories termed Satisfaction Indexes and into nine sub-categories termed Business Success Factors.

The three Satisfaction Indexes provide the highest-level overview and offer a snapshot of how a MHPI Company, Installation, or single Neighborhood/Building 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.

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



**Reporting:** CEL prepared consolidated reports by Overall Navy, type (FH/UH), MHPI Partner, and Installation, as well as for each Individual Neighborhood/Building within an Installation. Additional reporting included pre-populated Action Plan templates at both the Installation and Individual Neighborhood/Building 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.*