

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

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## Introduction

Army Headquarters engaged RER Solutions, Inc. (“RER”) 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 43 Installations consisting of 381 Family Housing Neighborhoods and 5 Unaccompanied Buildings between October 2022 and December 2022. This Summary is a high-level overview.

## Methodology, Scope and Scoring

The complete Tenant Satisfaction Survey Methodology, Scope and Scoring have been added as Addendums.

### A. 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 RCI Family Housing overall, the scores stayed relatively identical to the previous survey. With all Satisfaction Indexes decreasing less than one point, resident satisfaction remains steady in the CEL “Average” range. Negative comments regarding privatization in general, as well as Covid-related delays in service are substantially declining. This coupled with a bit more positive tone in the resident comments places the Installations in a prime position to increase future scores by utilizing resident feedback to target efforts and improve service. The Army should focus first on the 10 Installations and 136 Neighborhoods scoring below 70.0/3.50.

1. **The Overall Response Rate decreased.** The response rate of 23.0% is in the Average range and a decrease of 6.9% from the FY22 survey. Historically, Army response rates are lower for the second survey conducted within the same calendar year. Army surveyed in the first and last quarters of CY2022. Reasons for the decrease could range from survey fatigue to limited opportunity for Installations to make improvements, which is essential for Tenants to feel heard and motivated to respond to future surveys. Results have been verified as representative of the Tenants’ opinions. *Reference page 3.*
2. **All Satisfaction Index scores decreased slightly between 0.2 and 0.7 points.** Army RCI Family Housing Scores are in the rating range of Average for Overall 73.4, Property 70.8, and Service 74.7. The results are essentially unchanged from the FY22 survey. *Reference page 3.*
3. Out of 43 Installations, 76.7% (33) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 14.0% (6) rated Below Average (69.9 thru 65.0), and 9.3% (4) rated Poor or below (64.9 or below). *Reference page 4.*
4. Out of 381 Family Housing Neighborhoods, 64.3% (245) of Neighborhoods rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0), 17.1% (65) rated Below Average (69.9 thru 65.0), 15.7% (60) rated Poor or Very Poor (64.9 thru 55.0), and 2.9% (11) rated Crisis (54.9 or below). *Reference page 4.*
5. 67.1% of Tenants are satisfied with their home, 9.2% are neither satisfied nor dissatisfied, 23.4% are dissatisfied, and 0.3% have no opinion. *Reference page 6.*
6. 61.5% of Tenants are satisfied with the condition of their home, 9.7% are neither satisfied nor dissatisfied, 28.6% are dissatisfied, and 0.1% have no opinion. *Reference page 6.*
7. 62.8% of Tenants are satisfied with the level and quality of service received, 14.1% are neither satisfied nor dissatisfied, 22.4% are dissatisfied, and 0.7% have no opinion. *Reference page 6.*

## B. Overall Results for RCI 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 23.0% is in the Average range but a decrease of 6.9% from the FY22 survey.

Historically, Army response rates are lower for the second survey conducted within the same calendar year.

Army surveyed in the first and last quarters of CY2022. Reasons for the decrease could range from survey fatigue to limited opportunity for Installations to make improvements, which is essential for Tenants to feel heard and motivated to respond to future surveys.

Results have been verified as representative of the Tenants' opinions.

Overall Army RCI Response Rate			
Distributed	77,995	Received	17,907
		<b>23.0%</b>	
FY22	29.9%	Difference	<b>-6.9%</b>

### B2. Satisfaction Index Results:

All Satisfaction Index scores decreased less than one point.

Army RCI Family Housing Scores are in the rating range of Average for Overall 73.4, Property 70.8, and Service 74.7. Each decreased slightly less than one point.

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

Satisfaction Indexes					
Index	FY23	FY22	Var.	5 Point Score FY23	CEL Rating FY23
Overall	73.4	73.7	(0.3)	3.67	Average
Property	70.8	71.5	(0.7)	3.54	Average
Service	74.7	74.9	(0.2)	3.74	Average

### Business Success Factors

Factor	FY23	FY22	Var.	5 Point Score FY23	CEL Rating FY23
1 - Readiness to Solve Problems	75.3	75.6	(0.3)	3.77	Good
2 - Responsiveness & Follow Through	70.8	71.2	(0.4)	3.54	Average
3 - Property Appearance & Condition	70.0	70.4	(0.4)	3.50	Average
4 - Quality of Management Services	72.8	73.4	(0.6)	3.64	Average
5 - Quality of Leasing Services	79.7	80.6	(0.9)	3.99	Good
6 - Quality of Maintenance Services	78.3	78.2	0.1	3.92	Good
7 - Property Rating	71.3	72.1	(0.8)	3.57	Average
8 - Relationship Rating	73.7	74.1	(0.4)	3.69	Average
9 - Renewal Intention	70.2	69.6	0.6	3.51	Average

### B3. Business Success Factor (BSFs) Results:

Army RCI scores declined slightly for seven of the nine Business Success Factors.

All increases and decreases are less than one point. All scores still range between 3.50 and 3.99 points. Effectively, the scores remain the same as FY22.

#### 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 Project Status by Number of Installations:

Out of 43 Installations, 76.7% (33) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 14.0% (6) rated Below Average (69.9 thru 65.0), and 9.3% (4) rated Poor or below (64.9 or below).

- 18 (41.9%) Installations increased in the Overall Satisfaction Index.
- 25 (58.1%) Installations decreased in the Overall Satisfaction Index.
- Of the 25 Installations that decreased in Overall Satisfaction Index, 25 (100%) Installations decreased less than 5 points.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 43 Installations	Percent			Count		
Increased Scores:	41.9%	34.9%	46.5%	18	15	20
Decreased Scores: <i>Less than 5 points</i>	58.1%	65.1%	48.8%	25	28	21
Decreased Scores: 5 or <i>more points</i>	0.0%	0.0%	2.3%	0	0	1
<b>Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0)</b>	76.7%	65.1%	79.1%	33	28	34
Rated in the Below Average range (69.9 thru 65.0)	14.0%	25.6%	11.6%	6	11	5
Rating Poor or Very Poor ranges (64.9 thru 55.0)	9.3%	9.3%	9.3%	4	4	4

Note: For Service Score – One Installation had zero difference.

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

Out of 381 Family Housing Neighborhoods, 64.3% (245) of Neighborhoods rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0), 17.1% (65) rated Below Average (69.9 thru 65.0), 15.7% (60) rated Poor or Very Poor (64.9 thru 55.0), and 2.9% (11) rated Crisis (54.9 or below).

- 175 (45.9%) Neighborhoods increased in the Overall Satisfaction Index.
- 204 (53.5%) Neighborhoods decreased in the Overall Satisfaction Index.

Metric	Overall Score	Property Score	Service Score	Overall Score	Property Score	Service Score
Based on 381 Neighborhoods	Percent			Count		
Increased Scores:	45.9%	43.8%	46.5%	175	167	177
Decreased Scores:	53.5%	55.6%	52.5%	204	212	200
<b>Rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0)</b>	64.3%	56.4%	65.1%	245	215	248
Rated in the Below Average range (69.9 thru 65.0)	17.1%	21.5%	15.5%	65	82	59
Rating Poor or Very Poor ranges (64.9 thru 55.0)	15.7%	19.4%	13.9%	60	74	53
Rated in the Crisis range (54.9 or below)	2.9%	2.6%	5.5%	11	10	21

Note: For Overall Score – Two Neighborhoods had zero difference. For Property Score – Two Neighborhoods had zero difference. For Service Score – Four Neighborhoods had zero difference.

B6. Demographics of responding Tenants:

Selection of Grade

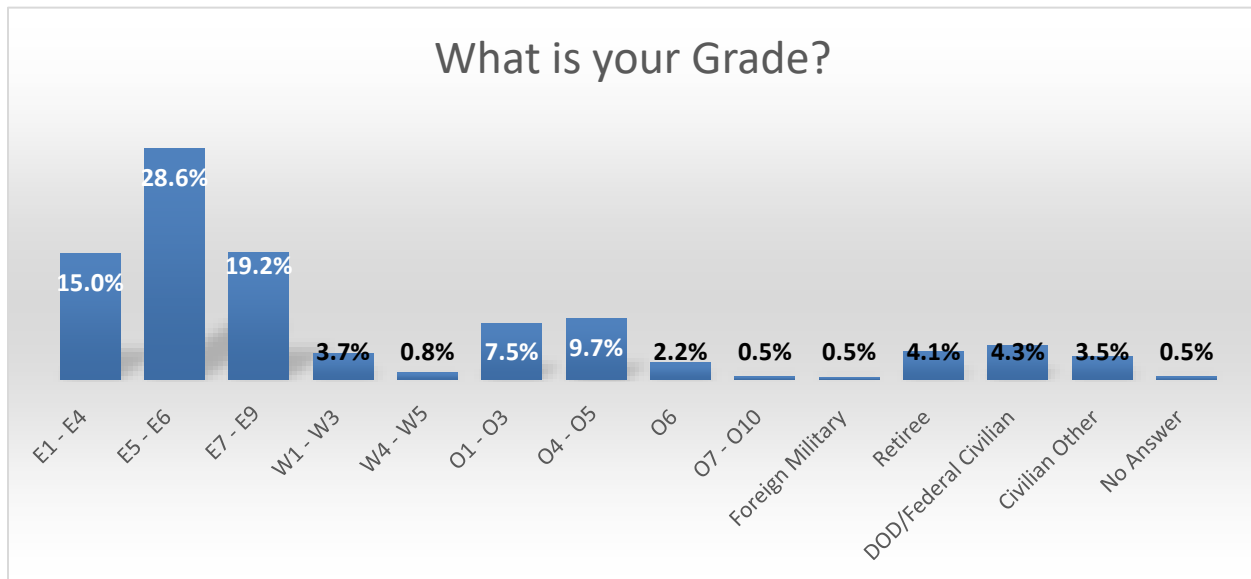
Tenants were asked to self-select their grade on the last question of the survey.

80.0% of the population self-selected one of the five categories of grades below.

Actual question on the Survey:

E1 - E4	15.0%
E5 - E6	28.6%
E7 - E9	19.2%
O1 - O3	7.5%
O4 - O5	9.7%

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



Complete Data:

Grade	Percent	Count
E1 - E4	15.0%	2,681
E5 - E6	28.6%	5,119
E7 - E9	19.2%	3,438
W1 - W3	3.7%	670
W4 - W5	0.8%	151
O1 - O3	7.5%	1,339
O4 - O5	9.7%	1,736
O6	2.2%	397
O7 - O10	0.5%	85
Foreign Military	0.5%	83
Retiree	4.1%	731
DOD/Federal Civilian	4.3%	774
Civilian Other	3.5%	621
No Answer	0.5%	82
<b>Total</b>		<b>17,907</b>

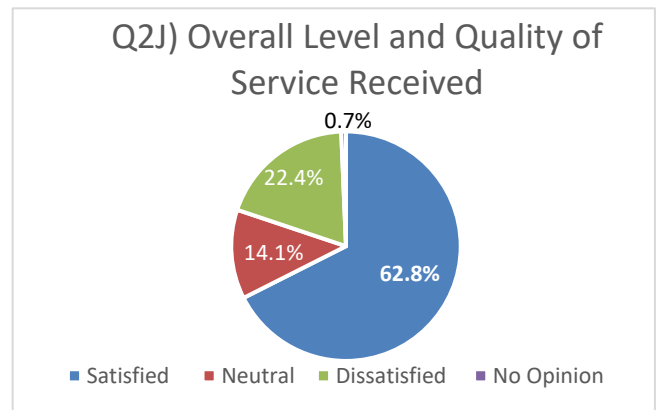
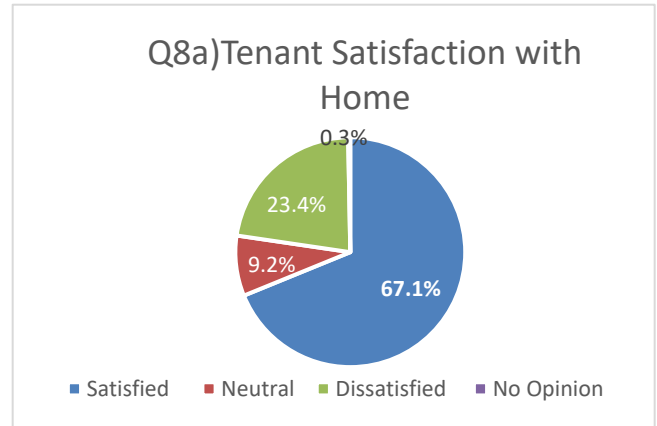
## B7. Select Questions:

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 but one question had less than a point increase or decrease. Less than one point is not significant enough to determine if Tenants are more or less satisfied. As with the Satisfaction Indexes and Business Success Factors, scores at the Overall Army level have plateaued over the last two years. We see more score movement at the Installation level.

- The lowest scoring “Select Question” remains Q5a) Overall condition of your home 69.8. The score increased slightly from 69.6 in FY22.
- Q2j) Overall level and quality of service you are receiving decreased by only 0.1 points from 73.4 in FY22 to 73.3 in FY23.
- Q3e) Follow-up on maintenance requests increased to 73.4 from 73.3 in FY22.



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	62.8%	14.1%	22.4%	0.7%	73.3	3.66
3d) Quality of maintenance work	67.0%	10.2%	21.2%	1.6%	75.9	3.79
3e) Follow-up on maintenance requests to ensure satisfaction	60.5%	13.7%	23.2%	2.5%	73.4	3.67
5a) Overall condition of your home	61.5%	9.7%	28.6%	0.1%	69.8	3.49
8a) Overall satisfaction with your home	67.1%	9.2%	23.4%	0.3%	73.2	3.66
8b) Overall satisfaction with this housing community	68.4%	13.2%	18.0%	0.5%	75.9	3.80
8c) The health and safety of your home	63.9%	12.4%	23.3%	0.4%	73.0	3.65
8d) The health and safety of this community (parks, roads, lighting, etc.)	60.7%	13.5%	25.3%	0.6%	71.5	3.57
8e) The property management/housing office response and correction of your health and safety concerns	56.9%	16.9%	21.4%	4.9%	72.1	3.61
8f) The government housing office as your advocate	46.5%	20.3%	18.3%	14.9%	70.8	3.54
8g) Your Chain of Command in engaging on housing issues	39.8%	22.4%	11.6%	26.2%	72.7	3.64
9a) I would recommend this housing community to others	59.5%	16.1%	23.4%	0.9%	70.6	3.53

## 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 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	Score	BSF
3c) Courtesy of maintenance personnel	88.1	6
2c) Courtesy and respect with which you are treated	83.2	8
6b) Professionalism with which you were treated by the leasing/housing office	82.6	5
4a) Safety	81.8	7
4b) Security	81.1	7

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

The top five scoring questions range from 88.1 to 81.1 and include areas such as Courtesy, Respect, and Professionalism of Staff, Safety, and Security.

All Questions are the same as the FY22 Survey.

Bottom 5 Scoring Questions		
Question	Score	BSF
5e) Pest control	67.2	7
1e) Condition of roads, parking areas, sidewalks and common areas	66.7	3
1c) Landscaping	65.9	3
5b) Landscaping (immediate area around your home/building)	64.8	7
5f) Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	64.5	Non-Coded

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

The bottom five scoring questions range from 67.2 to 64.5 and include areas such as Pest Control, Condition of Roads, Sidewalks and Common Areas, Landscaping, 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.

### 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.

79.1%

34 Installations met or exceeded the 20% response rate minimum goal.

Historically, all Installations have met the 20% response rate goal.

**B.** The highest response rate was achieved by Picatinny.

64.1%

**C.** Results were further reviewed for the nine Installations that did not meet the minimum response rate goal of 20%. The 20% is a goal and does not necessarily determine validity.

For Installations under 18%, CEL conducts further review of the current and prior results, Tenant comments, and individual Tenant responses between various years to determine validity. All Installations below were reviewed and it was determined that all are reliable and representative of the Tenants' opinions.

Liberty	LEWIS-MCCHORD	(17.7%)
BBC	HUNTER	(17.1%)
BBC	STEWART	(16.1%)
Corvias	RILEY	(14.1%)
Corvias	POLK	(13.2%)

<i>Company</i>	<i>Installation</i>	<i>Dist.</i>	<i>Rec.</i>	<i>% Rec.</i>
BBC	PICATINNY	64	41	64.1%
Lendlease	GREELY	71	40	56.3%
Hunt	REDSTONE	344	155	45.1%
Corvias	ABERDEEN	734	330	45.0%
BBC	HAMILTON	209	86	41.1%
Michaels	YUMA	178	71	39.9%
Michaels	CAMP PARKS	112	44	39.3%
BBC	WEST POINT	739	251	34.0%
Michaels	LEAVENWORTH	1,404	471	33.5%
Michaels	BELVOIR	1,943	639	32.9%
BBC	CARLISLE	252	83	32.9%
Lendlease	DRUM	3,544	1,153	32.5%
BBC	DETRICK	327	104	31.8%
BBC	WHITE SANDS	345	105	30.4%
Hunt	LEE	1,399	420	30.0%
Michaels	MOFFETT	304	89	29.3%
Michaels	HUACHUCA	898	255	28.4%
Hunt	SAM HOUSTON	888	250	28.2%
Lendlease	KNOX	2,222	620	27.9%
Lendlease	WAINWRIGHT	1,779	491	27.6%
BBC	WALTER REED	208	57	27.4%
BBC	STORY	224	61	27.2%
Michaels	IRWIN	2,169	572	26.4%
Michaels	BENNING	3,265	829	25.4%
BBC	GORDON	753	190	25.2%
BBC	EUSTIS	837	202	24.1%
Michaels	MONTEREY	2,198	520	23.7%
Lendlease	HAWAII	6,992	1,597	22.8%
Corvias	SILL	1,762	396	22.5%
BBC	CARSON	2,895	639	22.1%
Corvias	MEADE	2,370	507	21.4%
Corvias	BRAGG	5,155	1,054	20.4%
BBC	LEONARD WOOD	1,617	330	20.4%
Lendlease	CAMPBELL	3,971	804	20.2%
BBC	JACKSON	759	151	19.9%
BBC	BLISS	3,998	788	19.7%
Lendlease	HOOD	5,116	992	19.4%
Corvias	RUCKER	1,402	261	18.6%
Liberty	LEWIS-MCCHORD	4,691	829	17.7%
BBC	HUNTER	671	115	17.1%
BBC	STEWART	2,294	370	16.1%
Corvias	RILEY	3,691	521	14.1%
Corvias	POLK	3,201	424	13.2%



## C2. Scores and Rating by Installation:

Out of 43 Installations, 76.7% (33) of Installations rated in the Outstanding, Very Good, Good, or Average ranges (100.0 thru 70.0) in the Overall Score, 14.0% (6) rated Below Average (69.9 thru 65.0), and 9.3% (4) rated Poor or below (64.9 or below). Note: *Installations in orange font below have an Overall Score of 70.0 or higher but have Neighborhoods within the Installation with scores less than 70.0, further demonstrating the importance of reviewing results and associated comments down to a Neighborhood level.*

Line	Installation	MHPI Company	CEL Rating Scale Overall Score	Overall	Property	Service	Dist.	% Rec.	5 Point Score (Overall Score)
1	REDSTONE	Hunt	Outstanding	89.2	85.4	91.6	344	45.1%	4.46
2	YUMA	Michaels	Outstanding	88.2	84.5	90.5	178	39.9%	4.41
3	CARLISLE	BBC	Outstanding	86.5	84.4	88.7	252	32.9%	4.33
4	GREELY	Lendlease	Outstanding	85.3	84.6	86.2	71	56.3%	4.27
5	HUACHUCA	Michaels	Very Good	84.6	81.8	86.3	898	28.4%	4.23
6	HAMILTON	BBC	Very Good	84.0	81.2	86.2	209	41.1%	4.20
7	CAMP PARKS	Michaels	Very Good	83.9	77.8	88.3	112	39.3%	4.20
8	DRUM	Lendlease	Very Good	81.7	77.8	83.9	3,544	32.5%	4.09
9	MOFFETT	Michaels	Very Good	81.6	76.9	84.9	304	29.3%	4.08
10	KNOX	Lendlease	Very Good	81.4	78.0	83.4	2,222	27.9%	4.07
11	LEE	Hunt	Very Good	81.2	76.6	84.2	1,399	30.0%	4.06
12	WAINWRIGHT	Lendlease	Very Good	81.0	78.6	82.4	1,779	27.6%	4.05
13	ABERDEEN	Corvias	Good	79.0	76.6	80.2	734	45.0%	3.95
14	SAM HOUSTON	Hunt	Good	78.0	69.9	83.5	888	28.2%	3.90
15	RUCKER	Corvias	Good	77.9	74.3	80.5	1,402	18.6%	3.90
16	DETRICK	BBC	Good	77.8	77.8	77.8	327	31.8%	3.89
17	IRWIN	Michaels	Good	77.8	73.4	80.9	2,169	26.4%	3.89
18	PICATINNY	BBC	Good	77.6	75.5	78.7	64	64.1%	3.88
19	SILL	Corvias	Good	77.6	75.2	78.7	1,762	22.5%	3.88
20	CAMPBELL	Lendlease	Good	77.2	71.4	81.3	3,971	20.2%	3.86
21	WHITE SANDS	BBC	Good	76.8	76.2	77.4	345	30.4%	3.84
22	EUSTIS	BBC	Good	75.5	70.4	78.7	837	24.1%	3.78
23	RILEY	Corvias	Good	75.4	73.1	76.5	3,691	14.1%	3.77
24	POLK	Corvias	Average	74.8	67.4	79.9	3,201	13.2%	3.74
25	WALTER REED	BBC	Average	74.7	72.1	75.8	208	27.4%	3.74
26	HAWAII	Lendlease	Average	73.5	69.1	76.5	6,992	22.8%	3.68
27	MONTEREY	Michaels	Average	73.1	71.3	74.2	2,198	23.7%	3.66
28	HOOD	Lendlease	Average	72.8	68.4	75.5	5,116	19.4%	3.64
29	WEST POINT	BBC	Average	72.5	72.2	72.0	739	34.0%	3.63
30	LEWIS-MCCHORD	Liberty	Average	71.5	71.1	71.9	4,691	17.7%	3.58
31	BENNING	Michaels	Average	70.9	69.7	70.6	3,265	25.4%	3.55
32	LEAVENWORTH	Michaels	Average	70.9	71.8	70.2	1,404	33.5%	3.55
33	MEADE	Corvias	Average	70.5	70.0	70.1	2,370	21.4%	3.53
34	HUNTER	BBC	B. Average	69.9	68.6	70.1	671	17.1%	3.50
35	LEONARD WOOD	BBC	B. Average	67.0	66.6	66.8	1,617	20.4%	3.35
36	STORY	BBC	B. Average	66.8	65.6	66.6	224	27.2%	3.34
37	BLISS	BBC	B. Average	66.6	65.4	65.8	3,998	19.7%	3.33
38	BELVOIR	Michaels	B. Average	66.5	65.9	65.7	1,943	32.9%	3.33
39	BRAGG	Corvias	B. Average	66.1	62.8	67.6	5,155	20.4%	3.31
40	JACKSON	BBC	Poor	61.6	66.3	57.9	759	19.9%	3.08
41	GORDON	BBC	Poor	60.6	63.8	59.1	753	25.2%	3.03
42	STEWART	BBC	V. Poor	58.7	60.8	56.5	2,294	16.1%	2.94
43	CARSON	BBC	V. Poor	58.0	60.6	55.2	2,895	22.1%	2.90

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

Out of 43 Installations, 18 (41.9%) Installations increased in the Overall Satisfaction Index and 25 (58.1%) Installations decreased in the Overall Satisfaction Index. Of the 25 Installations that decreased, 25 (100%) Installations decreased less than 5 points. The names of the Installations that increased in Overall Score are shown in a blue font.

Line	Company	Installation	Overall Score			Property Score			Service Score			Response Rate		
			FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	Dist.	Rec.	% Rec.
1	BBC	BLISS	66.6	63.6	3.0	65.4	62.8	2.6	65.8	62.5	3.3	3,998	788	19.7%
2	BBC	CARLISLE	86.5	82.8	3.7	84.4	81.2	3.2	88.7	84.7	4.0	252	83	32.9%
3	BBC	CARSON	58.0	55.7	2.3	60.6	58.3	2.3	55.2	52.9	2.3	2,895	639	22.1%
4	BBC	DETRICK	77.8	80.9	(3.1)	77.8	77.9	(0.1)	77.8	82.9	(5.1)	327	104	31.8%
5	BBC	EUSTIS	75.5	75.4	0.1	70.4	72.4	(2.0)	78.7	77.5	1.2	837	202	24.1%
6	BBC	GORDON	60.6	63.4	(2.8)	63.8	65.0	(1.2)	59.1	62.7	(3.6)	753	190	25.2%
7	BBC	HAMILTON	84.0	80.3	3.7	81.2	80.0	1.2	86.2	80.8	5.4	209	86	41.1%
8	BBC	HUNTER	69.9	65.3	4.6	68.6	64.4	4.2	70.1	66.1	4.0	671	115	17.1%
9	BBC	JACKSON	61.6	59.4	2.2	66.3	63.5	2.8	57.9	57.2	0.7	759	151	19.9%
10	BBC	LEONARD WOOD	67.0	68.2	(1.2)	66.6	67.0	(0.4)	66.8	68.8	(2.0)	1,617	330	20.4%
11	BBC	PICATINNY	77.6	78.6	(1.0)	75.5	77.1	(1.6)	78.7	78.7	0.0	64	41	64.1%
12	BBC	STEWART	58.7	59.8	(1.1)	60.8	62.1	(1.3)	56.5	57.7	(1.2)	2,294	370	16.1%
13	BBC	STORY	66.8	70.7	(3.9)	65.6	69.7	(4.1)	66.6	70.4	(3.8)	224	61	27.2%
14	BBC	WALTER REED	74.7	75.9	(1.2)	72.1	76.6	(4.5)	75.8	74.9	0.9	208	57	27.4%
15	BBC	WEST POINT	72.5	71.7	0.8	72.2	72.5	(0.3)	72.0	70.9	1.1	739	251	34.0%
16	BBC	WHITE SANDS	76.8	80.8	(4.0)	76.2	79.0	(2.8)	77.4	81.6	(4.2)	345	105	30.4%
17	Corvias	ABERDEEN	79.0	80.5	(1.5)	76.6	78.1	(1.5)	80.2	81.7	(1.5)	734	330	45.0%
18	Corvias	BRAGG	66.1	66.8	(0.7)	62.8	63.2	(0.4)	67.6	68.7	(1.1)	5,155	1,054	20.4%
19	Corvias	MEADE	70.5	69.8	0.7	70.0	68.8	1.2	70.1	69.5	0.6	2,370	507	21.4%
20	Corvias	POLK	74.8	75.6	(0.8)	67.4	69.2	(1.8)	79.9	80.0	(0.1)	3,201	424	13.2%
21	Corvias	RILEY	75.4	79.0	(3.6)	73.1	76.4	(3.3)	76.5	80.2	(3.7)	3,691	521	14.1%
22	Corvias	RUCKER	77.9	79.6	(1.7)	74.3	75.1	(0.8)	80.5	82.6	(2.1)	1,402	261	18.6%
23	Corvias	SILL	77.6	76.2	1.4	75.2	74.0	1.2	78.7	77.3	1.4	1,762	396	22.5%
24	Hunt	LEE	81.2	78.2	3.0	76.6	73.6	3.0	84.2	81.3	2.9	1,399	420	30.0%
25	Hunt	REDSTONE	89.2	88.4	0.8	85.4	84.4	1.0	91.6	90.4	1.2	344	155	45.1%
26	Hunt	SAM HOUSTON	78.0	81.5	(3.5)	69.9	73.8	(3.9)	83.5	87.1	(3.6)	888	250	28.2%
27	Lendlease	CAMPBELL	77.2	77.3	(0.1)	71.4	72.0	(0.6)	81.3	81.2	0.1	3,971	804	20.2%
28	Lendlease	DRUM	81.7	82.4	(0.7)	77.8	78.6	(0.8)	83.9	84.7	(0.8)	3,544	1,153	32.5%
29	Lendlease	GREELY	85.3	84.3	1.0	84.6	84.1	0.5	86.2	84.5	1.7	71	40	56.3%
30	Lendlease	HAWAII	73.5	76.6	(3.1)	69.1	72.6	(3.5)	76.5	79.4	(2.9)	6,992	1,597	22.8%
31	Lendlease	HOOD	72.8	76.0	(3.2)	68.4	71.4	(3.0)	75.5	78.9	(3.4)	5,116	992	19.4%
32	Lendlease	KNOX	81.4	81.8	(0.4)	78.0	78.2	(0.2)	83.4	83.7	(0.3)	2,222	620	27.9%
33	Lendlease	WAINWRIGHT	81.0	82.0	(1.0)	78.6	78.7	(0.1)	82.4	84.0	(1.6)	1,779	491	27.6%
34	Liberty	LEWIS-MCCHORD	71.5	64.5	7.0	71.1	67.1	4.0	71.9	62.2	9.7	4,691	829	17.7%
35	Michaels	MONTEREY	73.1	77.0	(3.9)	71.3	75.2	(3.9)	74.2	78.0	(3.8)	2,198	520	23.7%
36	Michaels	BELVOIR	66.5	68.8	(2.3)	65.9	67.9	(2.0)	65.7	68.6	(2.9)	1,943	639	32.9%
37	Michaels	BENNING	70.9	72.3	(1.4)	69.7	71.6	(1.9)	70.6	72.0	(1.4)	3,265	829	25.4%
38	Michaels	CAMP PARKS	83.9	81.7	2.2	77.8	74.9	2.9	88.3	85.7	2.6	112	44	39.3%
39	Michaels	HUACHUCA	84.6	84.7	(0.1)	81.8	82.0	(0.2)	86.3	86.7	(0.4)	898	255	28.4%
40	Michaels	IRWIN	77.8	74.3	3.5	73.4	70.8	2.6	80.9	77.3	3.6	2,169	572	26.4%
41	Michaels	LEAVENWORTH	70.9	73.9	(3.0)	71.8	74.3	(2.5)	70.2	73.2	(3.0)	1,404	471	33.5%
42	Michaels	MOFFETT	81.6	80.9	0.7	76.9	77.1	(0.2)	84.9	83.5	1.4	304	89	29.3%
43	Michaels	YUMA	88.2	87.7	0.5	84.5	83.7	0.8	90.5	90.0	0.5	178	71	39.9%

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 RCI 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	4,343	893	20.6%	67.8	66.7	67.2	3.39
2	BBC	CARLISLE/PICATINNY	316	124	39.2%	83.5	81.5	85.4	4.18
3	BBC	CARSON	2,895	639	22.1%	58.0	60.6	55.2	2.90
4	BBC	DETRICK/WALTER REED	535	161	30.1%	76.7	75.8	77.0	3.84
5	BBC	EUSTIS/STORY	1,061	263	24.8%	73.5	69.3	75.9	3.68
6	BBC	GORDON	753	190	25.2%	60.6	63.8	59.1	3.03
7	BBC	HAMILTON	209	86	41.1%	84.0	81.2	86.2	4.20
8	BBC	JACKSON	759	151	19.9%	61.6	66.3	57.9	3.08
9	BBC	LEONARD WOOD	1,617	330	20.4%	67.0	66.6	66.8	3.35
10	BBC	STEWART/HUNTER AA	2,965	485	16.4%	61.3	62.6	59.8	3.07
11	BBC	WEST POINT	739	251	34.0%	72.5	72.2	72.0	3.63
12	Corvias	ABERDEEN	734	330	45.0%	79.0	76.6	80.2	3.95
13	Corvias	BRAGG	5,155	1,054	20.4%	66.1	62.8	67.6	3.31
14	Corvias	MEADE	2,370	507	21.4%	70.5	70.0	70.1	3.53
15	Corvias	POLK	3,201	424	13.2%	74.8	67.4	79.9	3.74
16	Corvias	RILEY	3,691	521	14.1%	75.4	73.1	76.5	3.77
17	Corvias	RUCKER	1,402	261	18.6%	77.9	74.3	80.5	3.90
18	Corvias	SILL	1,762	396	22.5%	77.6	75.2	78.7	3.88
19	Hunt	LEE	1,399	420	30.0%	81.2	76.6	84.2	4.06
20	Hunt	REDSTONE ARSENAL	344	155	45.1%	89.2	85.4	91.6	4.46
21	Hunt	SAM HOUSTON	888	250	28.2%	78.0	69.9	83.5	3.90
22	Lendlease	CAMPBELL	3,971	804	20.2%	77.2	71.4	81.3	3.86
23	Lendlease	DRUM	3,544	1,153	32.5%	81.7	77.8	83.9	4.09
24	Lendlease	HAWAII	6,992	1,597	22.8%	73.5	69.1	76.5	3.68
25	Lendlease	HOOD	5,116	992	19.4%	72.8	68.4	75.5	3.64
26	Lendlease	KNOX	2,222	620	27.9%	81.4	78.0	83.4	4.07
27	Lendlease	WAINWRIGHT/GREELY	1,850	531	28.7%	81.3	79.1	82.7	4.07
28	Liberty	LEWIS-MCCHORD	4,691	829	17.7%	71.5	71.1	71.9	3.58
29	Michaels	BELVOIR	1,943	639	32.9%	66.5	65.9	65.7	3.33
30	Michaels	BENNING	3,265	829	25.4%	70.9	69.7	70.6	3.55
31	Michaels	HUACHUCA/YUMA PG	1,076	326	30.3%	85.4	82.4	87.2	4.27
32	Michaels	IRWIN/MOFFETT/PARKS	2,585	705	27.3%	78.6	74.1	81.9	3.93
33	Michaels	LEAVENWORTH	1,404	471	33.5%	70.9	71.8	70.2	3.55
34	Michaels	PRESIDIO OF MONTEREY/NPS	2,198	520	23.7%	73.1	71.3	74.2	3.66

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

## 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 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	26.8%	24.2%	32.6%	33.4%
CARLISLE BARRACKS	BBC	14.6%	6.0%	9.6%	15.7%
CARSON	BBC	40.5%	34.0%	51.0%	47.1%
DETRICK	BBC	20.4%	16.5%	21.6%	23.3%
EUSTIS	BBC	27.5%	18.3%	16.3%	29.5%
GORDON	BBC	44.7%	34.2%	47.1%	51.6%
HAMILTON	BBC	11.8%	7.1%	5.9%	20.9%
HUNTER	BBC	27.8%	17.7%	28.1%	30.4%
JACKSON	BBC	39.2%	35.4%	49.3%	45.0%
LEONARD WOOD	BBC	35.4%	24.7%	35.5%	41.9%
PICATINNY	BBC	30.0%	12.5%	12.8%	31.7%
STEWART	BBC	38.2%	36.5%	48.4%	48.4%
STORY	BBC	37.7%	21.3%	36.7%	44.3%
WALTER REED	BBC	21.8%	21.8%	27.3%	24.6%
WEST POINT	BBC	19.0%	13.7%	26.9%	23.1%
WHITE SANDS	BBC	16.3%	12.5%	23.1%	21.0%
ABERDEEN	Corvias	20.8%	12.9%	13.7%	28.0%
BRAGG	Corvias	33.9%	27.2%	34.1%	40.2%
MEADE	Corvias	28.1%	20.4%	27.9%	36.6%
POLK	Corvias	30.9%	17.2%	16.3%	33.4%
RILEY	Corvias	17.9%	15.8%	20.8%	21.9%
RUCKER	Corvias	23.8%	11.5%	18.5%	23.4%
SILL	Corvias	16.5%	15.8%	14.9%	21.9%
LEE	Hunt	14.3%	11.1%	10.7%	19.5%
REDSTONE	Hunt	12.3%	5.2%	4.6%	13.6%
SAM HOUSTON	Hunt	24.4%	17.7%	15.5%	29.8%
CAMPBELL	Lendlease	21.5%	16.4%	14.5%	23.9%
DRUM	Lendlease	15.9%	10.9%	8.6%	21.4%
GREELY	Lendlease	10.0%	12.8%	10.0%	12.8%
HAWAII	Lendlease	15.9%	16.8%	18.6%	20.0%
HOOD	Lendlease	28.9%	20.3%	18.9%	35.4%
KNOX	Lendlease	15.8%	10.5%	10.4%	18.5%
WAINWRIGHT	Lendlease	12.2%	11.4%	11.0%	15.1%
LEWIS-MCCHORD	Liberty	22.7%	18.7%	25.0%	26.7%
BELVOIR	Michaels	26.3%	19.4%	31.6%	33.4%
BENNING	Michaels	23.9%	17.4%	25.5%	31.0%
CAMP PARKS	Michaels	11.4%	4.7%	9.1%	13.6%
HUACHUCA	Michaels	12.5%	11.4%	10.0%	12.6%
IRWIN	Michaels	23.9%	15.9%	14.7%	28.5%
LEAVENWORTH	Michaels	23.5%	14.3%	29.2%	30.8%
MOFFETT	Michaels	10.2%	7.2%	12.6%	19.3%
MONTEREY	Michaels	21.7%	14.3%	24.8%	28.3%
YUMA	Michaels	11.3%	4.2%	5.9%	16.9%

## 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

Four (4) Installations achieved a Crystal Service Award for FY23. Sort below is by highest Service Score.

Line	Company	Installation	Service Score	% Rec.
1	Michaels	YUMA	90.5	39.9%
2	BBC	CARLISLE	88.7	32.9%
3	Michaels	HUACHUCA	86.3	28.4%
4	BBC	HAMILTON	86.2	41.1%

**Honorable Mention:** Redstone (Hunt), Camp Parks (Michaels), and Greely (Lendlease). All three locations qualify relative to Service Scores and response rates but are not multi-neighborhood Installations as per the criteria.

### Neighborhood A List Awards

**A List Award:** Thirty-seven (37) Neighborhoods

**Platinum A List Award:** Nine (9) 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 92.1 (varies annually), and a Response Rate of at least 20%.

## E. Overall Results - Unaccompanied Housing

Satisfaction Indexes			
Index	Current	Prior	Change
Overall Score	85.6	86.6	(1.0)
Property Score	84.9	85.6	(0.7)
Service Score	86.0	87.1	(1.1)
Response Rate	1,657	435	26.3%

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

Army RCI Unaccompanied Housing scored in the Outstanding Range (100.0 to 85.0) for Overall and Service. The Property Score of 84.9 is 0.1 points from a rating of Outstanding.

The Overall Response Rate of 26.3% is considered Good but is a decrease from 35.4% in FY22.

### E1. Response Rate by Building:

Building	FY23	FY22	Var.
Bragg, Randolph Pointe	393	184	46.8%
Drum, The Timbers	175	62	35.4%
Meade, Reece Crossings	650	126	19.4%
Irwin, Town Center	135	26	19.3%
Stewart, Marne Point	304	37	12.2%

Response rates declined for all locations, most notably Drum, The Timbers -15.1% and Stewart Marne, Point - 11.1%.

Due to a low response rate of 12.2% for Stewart, Marne Point the results were reviewed further for validity. The results may not be valid but suggestive. Comment sentiment has shifted slightly, which could result in a further decline in scores if corrective action is not taken swiftly.

### E2. Satisfaction Index Scores by Building:

Installation	MHPI Company	Overall Score			Property Score			Service Score		
		FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.
*Bragg, Randolph Pointe	Corvias	90.1	91.2	(1.1)	87.8	87.9	(0.1)	91.4	92.9	(1.5)
*Drum, The Timbers	Lendlease	92.0	95.6	(3.6)	90.3	94.1	(3.8)	93.3	96.7	(3.4)
Irwin, Town Center	Michaels	85.9	79.0	6.9	83.1	77.8	5.3	88.6	80.4	8.2
Meade, Reece Crossings	Corvias	77.0	77.8	(0.8)	79.9	81.0	(1.1)	75.1	75.8	(0.7)
Stewart, Marne Point	BBC	80.7	84.3	(3.6)	79.2	82.0	(2.8)	81.9	85.9	(4.0)

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

### E3. Observations:

- 2 out of the 5 Buildings achieved Awards: The Timbers (Drum) achieved a Platinum A List Award for Service Excellence, and Randolph Pointe (Bragg) achieved an A List Award.
- Irwin, Town Center increased within all Satisfaction Indexes, most notably in Service (8.2 points). Irwin, Town Center did not meet the 20% response rate criteria for an A List Award.
- Stewart, Marne Point decreased further within all Satisfaction Indexes.

### E4. Select Satisfaction Questions by Installation:

Installation	MHPI Company	Q8a. Dissatisfied Home	Q8b. Privatized Community	Q2j. Services Overall	Q5a. Condition of Home
Stewart	BBC	5.6%	8.6%	16.7%	2.7%
Bragg	Corvias	3.4%	2.2%	6.2%	5.4%
Meade	Corvias	16.1%	14.9%	27.2%	17.5%
Drum	Lendlease	3.2%	1.6%	3.3%	3.2%
Irwin	Michaels	15.4%	7.7%	4.0%	3.8%

Areas rated over 20% dissatisfied are indicated in red font and red highlight.

## F. Results by MHPI Company – Family Housing

### F1. Overall Results by MHPI Company:

The scores for each MHPI Company were compared against the results for “Overall Army RCI Family Housing.” Hunt had the highest Overall Score at 81.8, followed by Lendlease at 77.2. Lendlease had the largest portfolio by Tenant count with 23,695 surveys distributed; BBC had the largest portfolio by number of Installations (16) and Neighborhoods surveyed (123). Hunt had the highest response rate at 31.4%.

The RCI 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	77,995	16,192	18,315	2,631	23,695	4,691	12,471
Surveys Received	17,907	3,573	3,493	825	5,697	829	3,490
Response Rate FY23	23.0%	22.1%	19.1%	31.4%	24.0%	17.7%	28.0%
Overall Score	73.4	66.6	72.6	81.8	77.2	71.5	73.4
Property Score	70.8	66.7	69.5	76.2	73.0	71.1	71.7
Service Score	74.7	65.7	74.2	85.4	79.8	71.9	74.1
<b># of Installations Surveyed</b>	43	16	7	3	7	1	9
# Installations – Overall Score > 70.0	33	8	6	3	7	1	8
<b># Installations – Overall Score &lt; 70.0</b>	<b>10</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b># of Neighborhoods Surveyed</b>	381	123	31	16	88	22	101
# Neigh. – Overall Score > 70.0	245	53	21	13	74	11	68
<b># Neigh. – Overall Score &lt; 70.0</b>	<b>136</b>	<b>70</b>	<b>10</b>	<b>3</b>	<b>14</b>	<b>11</b>	<b>33</b>

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

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

Liberty, with one Installation, improved within all Satisfaction Indexes, most notably the Service Score (9.7 points). Hunt improved within all Satisfaction Indexes by less than a point. Corvias, Lendlease, and Michaels had a decline of less than 2 points within all Satisfaction Indexes.

All MHPI Companies declined in Response Rates from a high of -9.2 for Corvias to -4.5 for Hunt.

MHPI Company	Overall Score			Property Score			Service Score			Response Rate		
	FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.	FY23	FY22	Var.
BBC	66.6	65.3	1.3	66.7	65.8	0.9	65.7	64.5	1.2	22.1%	28.3%	(6.2%)
Corvias	72.6	74.2	(1.6)	69.5	70.9	(1.4)	74.2	75.9	(1.7)	19.1%	28.3%	(9.2%)
Hunt	81.8	81.2	0.6	76.2	75.7	0.5	85.4	85.0	0.4	31.4%	35.9%	(4.5%)
Lendlease	77.2	78.9	(1.7)	73.0	74.7	(1.7)	79.8	81.6	(1.8)	24.0%	29.4%	(5.4%)
Liberty	71.5	64.5	7.0	71.1	67.1	4.0	71.9	62.2	9.7	17.7%	22.8%	(5.1%)
Michaels	73.4	74.5	(1.1)	71.7	73.0	(1.3)	74.1	75.2	(1.1)	27.9%	36.2%	(8.3%)

## 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 FY23.
- ◆ 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 79,652 surveys to Family and Unaccompanied Tenants living in RCI Housing. There were a total of 386 Neighborhoods/Buildings at 43 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 each Tenant 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 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
FY23	2022
FY22	2021
FY21	2020
FY20	2019 (2)
FY19	2019 (1)
FY18	2018

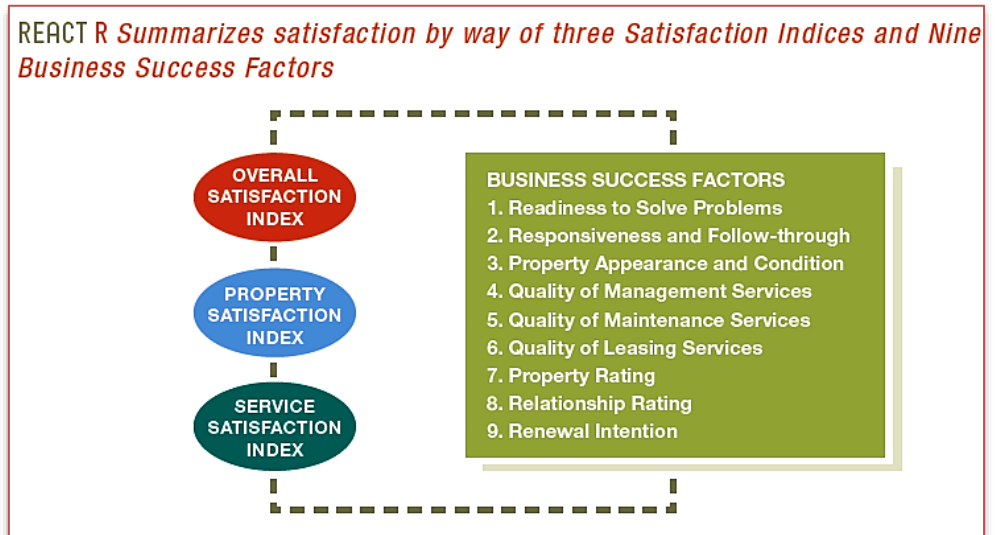


## Addendum B:

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

The three Satisfaction Indexes provide the highest-level overview and offer a snapshot of how 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.*