

Army Family Housing



FY 2022 Summary of Tenant Satisfaction Survey Results for Headquarters Department of the Army

Results for:

FAMILY HOUSING (FH) OWNED & LEASED

March 2022



CEL & Associates, Inc.

Real Estate Strategies, Benchmarking & Performance Solutions

12121 Wilshire Blvd., Suite 204

Los Angeles, CA 90025

310-571-3113

www.celassociates.com

Introduction

CE & Associates, Inc. is pleased to present **Army Family Housing** with the results of the REACT Tenant Satisfaction survey process for **ARMY Family Housing (FH) Overall: Owned & Leased**. In this report, responses from each survey received are compiled into a variety of summaries, to provide you with not just data, but with business information you can use for decision-making and planning for the future.

The report is designed to give you consolidated information to evaluate overall Portfolio performance, as well as results for individual Installations and properties within the Portfolio so you can evaluate relative performance among them.

There are three summary levels found in this report:

- ◆ Satisfaction Indexes
- ◆ Business Success Factors
- ◆ Individual Questions

The three **Satisfaction Indexes** provide the highest level overview and are an immediate indicator of how well the Portfolio is performing. Scores are shown for the Portfolio and then for each component Installation so you can easily compare performance. The nine **Business Success Factors** provide specific insight into which functions have a high level of satisfaction and which need a focused effort for improvement. Again, scores are presented for the Portfolio and for the component Installations. At the **Individual Question** level, you can see question results organized by both survey question and question score order.

The quality and level of service provided to Tenants is a key factor in building and sustaining brand and customer loyalty, retention, increasing asset value and generating Best In Class operating and financial performance. Customer service is more than a slogan or policy; it is a reflection of an organization's values and commitment to service quality. Outstanding customer service creates valued, recurring customer relationships.

The survey process and this report are the first two steps in customer service performance improvement. Within this report you will find information indicating necessary improvements for your properties. Working with the Installations and properties to create and implement specific **Action Plans** is the key third step in improving Portfolio performance. While some of these action items will require a longer project effort, there are also items that can be adjusted immediately. Remember too, to acknowledge the outstanding results and maintain efforts in those areas rated highly.

Thank you for selecting CEL & Associates, Inc. to conduct the surveying phase of your ongoing performance improvement plan and process. We look forward to reviewing your progress in your next survey cycle.

Serving the needs of over 500 clients in the U.S., Canada and Europe, CEL & Associates, Inc.'s advice, guidance, data, forecasts, insights and predictions have become integral components in the 24/7 business operations of our clients. For over 30 years, the principals of CEL & Associates, Inc. have been in the business of recommending solutions on complex and challenging issues; improving our clients' profitability, performance and productivity; supplying proprietary data and information needed by our clients to make important strategic, investment and leadership decisions; and creating innovative strategies and operational improvement recommendations that give our clients a competitive edge. Many of our strategies, benchmarks and solutions have become industry standards.

Report Contents

- ◆ Summary Report
- ◆ Score Watch with Performance Summary
- ◆ Portfolio Overview
- ◆ Satisfaction Indexes
- ◆ Business Success Factors
- ◆ Results by Question
- ◆ Results by Question – Sorted by Score, Highest to Lowest
- ◆ Comparison of All Respondent Groups' Satisfaction Index & Business Success Factor Scores
- ◆ Results for Other Respondent Groups
- ◆ CEL A List Awards for Customer Service Excellence
- ◆ Appendix:
 - Survey Process Objectives
 - Methodology
 - Scoring
 - Action Plan and Goal Setting

*Calculated numbers are rounded throughout this report.
Percentages may not total to 100 due to rounding.*

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Project Summary

Survey Period: January 2022 to March 2022

Response Data:

Surveys Distributed:	9,324
Surveys Received:	2,348
Response Rate:	25.2%
Properties Surveyed:	125

On behalf of the entire CEL & Associates, Inc. team, I am pleased to present the results of your recent survey project. I encourage you to review the information carefully. If you have any questions, please contact your Survey Account Manager for assistance. Thank you for choosing CEL & Associates, Inc. as a partner in your performance improvement process.

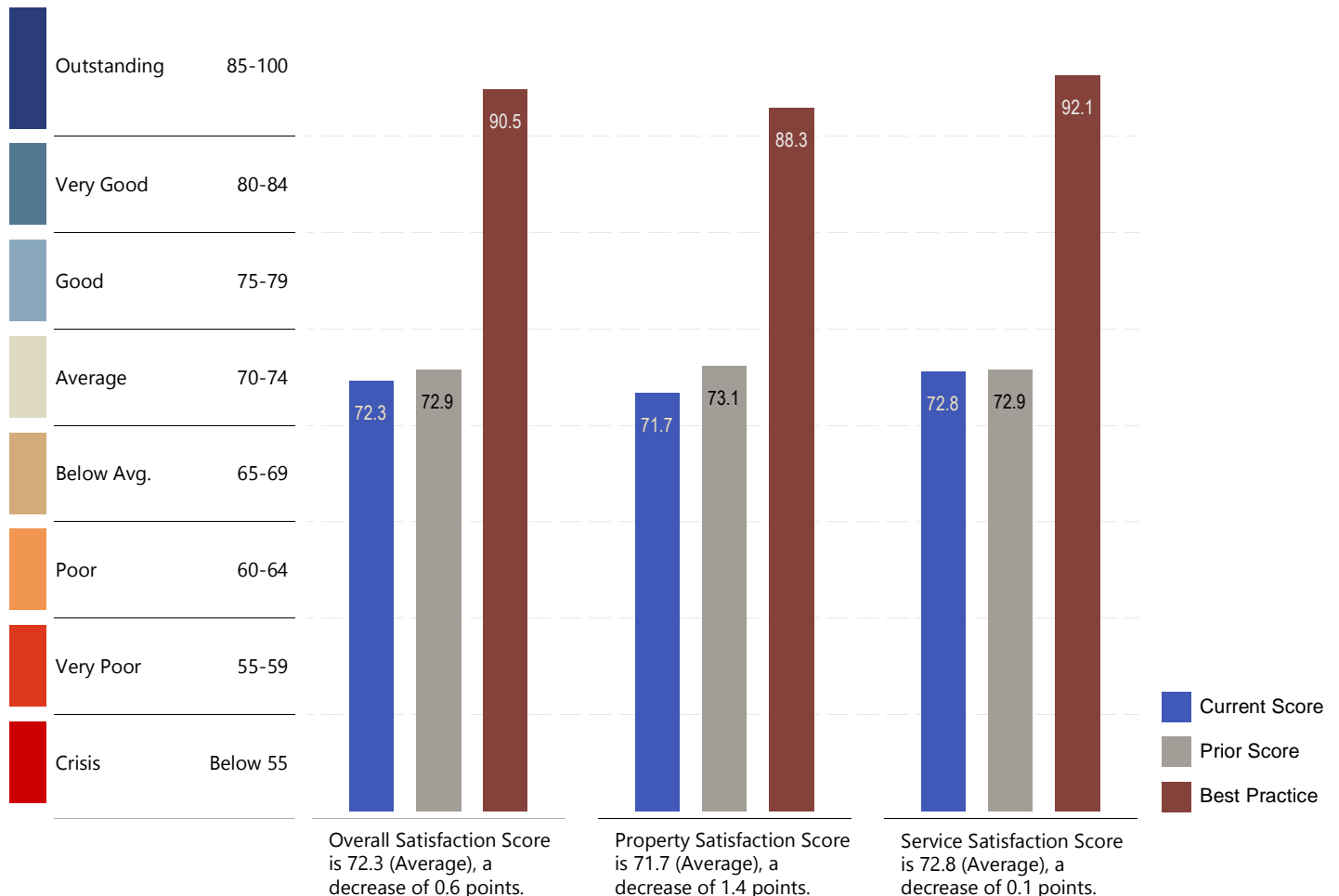
Sincerely,



Christopher Lee
President & Chief Executive Officer

Satisfaction Index Comparison

Scores and Performance Levels



Please see Score Watch on the next page for more score details

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Property Performance Summary

Score Range		Number Of Properties In Portfolio With Score in Each Range				All Indexes, % of Props in Range
		Overall	Property	Service	All Indexes	
Outstanding	100 - 85	23	21	27	71	19%
Very Good	84 - 80	15	18	16	49	13%
Good	79 - 75	21	19	17	57	15%
Average	74 - 70	19	21	17	57	15%
Below Average	69 - 65	14	19	13	46	12%
Poor	64 - 60	14	9	10	33	9%
Very Poor	59 - 55	9	7	13	29	8%
Crisis	Below 55	8	9	10	27	7%
No Surveys Received		2	2	2	6	2%
	Total	125	125	125	375	

Business Success Factor Scores and Best Practice Targets

Increase
 Decrease
 No Change
 Current Score
 Prior Score
 CEL Best Practice

Overall Satisfaction		Crisis	Very Poor	Poor	Below Average	Average	Good	Very Good	Outstanding
Factor	Score	Below 55	55-59	60-64	65-69	70-74	75-79	80-84	85-100
Readiness to Solve Problems	71.2								
Responsiveness & Follow-Through	70.3								
Property Appearance & Condition	69.7								
Quality of Management Services	70.9								
Quality of Leasing Services	77.8								
Quality of Maintenance Services	77.4								
Property Rating	72.9								
Relationship Rating	71.5								
Renewal Intention	66.8								

Property Satisfaction		Crisis	Very Poor	Poor	Below Average	Average	Good	Very Good	Outstanding
Factor	Score	Below 55	55-59	60-64	65-69	70-74	75-79	80-84	85-100
Property Appearance & Condition	69.7								
Property Rating	72.9								

Service Satisfaction		Crisis	Very Poor	Poor	Below Average	Average	Good	Very Good	Outstanding
Factor	Score	Below 55	55-59	60-64	65-69	70-74	75-79	80-84	85-100
Readiness to Solve Problems	71.2								
Responsiveness & Follow-Through	70.3								
Quality of Management Services	70.9								
Quality of Maintenance Services	77.4								
Relationship Rating	71.5								

2022 Tenant Satisfaction Survey

Army Family Housing ARMY FH OVERALL:OWNED & LEASED

Portfolio Overview

Summary for ARMY FH OVERALL:OWNED & LEASED

Properties Surveyed	125		
Properties without Prior Scores	1	0.8%	
Properties with Increase in Overall Score	59	47.2%	
Properties with Decrease in Overall Score	63	50.4%	
Properties with No Change in Overall Score	0	0.0%	
Properties with No Tenant Surveys Received	2	1.6%	
	125	100.0%	
Properties Winning Platinum A List Awards	4	(3.2%)	
Properties Winning A List Awards	18	(14.4%)	
Total Awards	22	(17.6%)	
Properties with Alert Status*	63	(50.4%)	

Installation Counts

Installations Surveyed	20		
Installations without Prior Scores	0	0.0%	
Installations with Increase in Overall Score	12	60.0%	
Installations with Decrease in Overall Score	8	40.0%	
Installations with No Change in Overall Score	0	0.0%	
Installations with No Tenant Surveys Received	0	0.0%	
	20	100.0%	
Installations with at least one property with Alert Status*	12	(60.0%)	

Satisfaction Index Score & Survey Response Detail, Sorted by Overall Score

Installation Name	OA Score	Prop Score	Svc Score	Surveys Distr.	Surveys Rec'd	Resp. Rate	# Props	# Alert	# Awds
MCCOY	94.1	93.5	94.1	114	42	36.8%	1	0	1
MIAMI	89.4	89.0	88.9	6	3	50.0%	1	0	1
MYER-HH	89.0	88.6	88.7	54	30	55.6%	2	0	2
CAMP SHELBY	89.0	88.2	90.8	16	4	25.0%	1	0	1
CAMP ZAMA	87.0	85.7	88.1	633	170	26.9%	12	0	7
ROCK ISLAND ARSENAL	86.8	85.2	87.2	68	31	45.6%	3	1	2
DAEGU	86.2	84.9	88.1	195	78	40.0%	1	0	1
HUMPHREYS	81.3	79.3	82.5	628	192	30.6%	4	0	2
BENELUX	80.6	76.0	84.5	105	41	39.0%	4	2	2
BUCHANAN	78.4	80.0	76.1	24	12	50.0%	1	1	0
HAWTHORNE AD	77.6	78.5	74.3	17	2	11.8%	1	0	0

*Alert status indicates Installations containing one or more properties with a decrease in any Satisfaction Index score of 10 or more points, or a score of 69.9 or below. Installations in Alert Status are indicated by red Installation names in the list above. Refer to the Installation report to see further details for properties.

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

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Portfolio Overview

Satisfaction Index Score & Survey Response Detail, Sorted by Overall Score							(Continued)		
Installation Name	OA Score	Prop Score	Svc Score	Surveys Distr.	Surveys Rec'd	Resp. Rate	# Props	# Alert	# Awds
DUGWAY PG	77.4	71.5	80.2	81	46	56.8%	3	2	1
ITALY	74.8	75.2	74.6	445	120	27.0%	13	5	2
KWAJALEIN ATOLL	72.9	69.4	73.5	264	50	18.9%	4	2	0
BAVARIA	69.5	70.1	69.1	3,359	528	15.7%	50	31	0
HUNTER LIGGETT	68.5	69.4	66.4	68	32	47.1%	2	1	0
RHEINLAND PFALZ	68.4	65.3	71.2	654	305	46.6%	10	8	0
WIESBADEN	67.3	65.8	69.7	1,130	297	26.3%	5	4	0
ANSBACH	61.8	60.7	64.4	478	84	17.6%	3	2	0
STUTT GART	60.8	65.2	57.6	985	281	28.5%	4	4	0

*Alert status indicates Installations containing one or more properties with a decrease in any Satisfaction Index score of 10 or more points, or a score of 69.9 or below. Installations in Alert Status are indicated by red Installation names in the list above. Refer to the Installation report to see further details for properties.

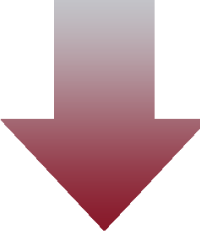
Score Ratings

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

Tenant Satisfaction Indexes


Overall Satisfaction

The Overall Satisfaction Index is a composite measure of Tenant satisfaction with both the service provided and the physical property. All Business Success Factors are used to calculate the Overall score.

Current Score	72.3	
Prior Score	72.9	
Difference	(0.6)	

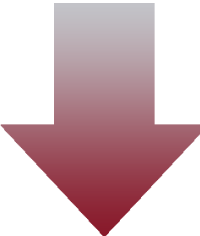
Property Satisfaction

The Property Satisfaction Index is a composite measure of Tenant satisfaction with the physical property.

Current Score	71.7	
Prior Score	73.1	
Difference	(1.4)	

Service Satisfaction

The Service Satisfaction Index is a composite measure of Tenant satisfaction with the service provided by the management team. Service Satisfaction is a primary factor in determining A List Certificate eligibility.

Current Score	72.8	
Prior Score	72.9	
Difference	(0.1)	

Score Ratings

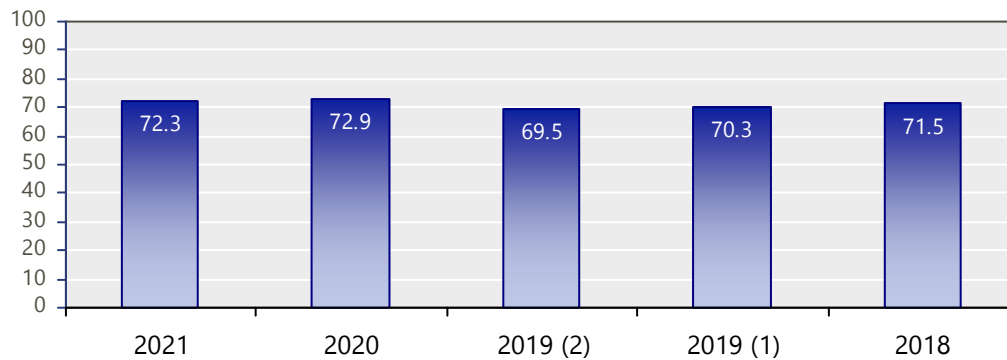
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Satisfaction Index Portfolio Score History and Scores By Installation

Overall Satisfaction Index



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Index Score 72.3

The Overall Satisfaction Index is a composite measure of Tenant satisfaction with both the service provided and the physical property. All Business Success Factors are used to calculate the Overall score.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	94.1	93.6	0.5	21.8
MIAMI	89.4	82.5	6.9	17.1
MYER-HH	89.0	91.6	(2.6)	16.7
CAMP SHELBY	89.0	75.9	13.1	16.7
CAMP ZAMA	87.0	85.3	1.7	14.7
ROCK ISLAND ARSENAL	86.8	87.3	(0.5)	14.5
DAEGU	86.2	84.1	2.1	13.9
HUMPHREYS	81.3	79.4	1.9	9.0
BENELUX	80.6	78.7	1.9	8.3
BUCHANAN	78.4	92.0	(13.6)	6.1
HAWTHORNE AD	77.6	47.6	30.0	5.3
DUGWAY PG	77.4	85.6	(8.2)	5.1
ITALY	74.8	68.1	6.7	2.5
KWAJALEIN ATOLL	72.9	68.8	4.1	0.6
BAVARIA	69.5	72.5	(3.0)	(2.8)

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

Satisfaction Index Portfolio Score History and Scores By Installation

Overall Satisfaction Index

Portfolio Index Score 72.3

Scores by Installation <i>(Continued)</i>				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
HUNTER LIGGETT	68.5	74.0	(5.5)	(3.8)
RHEINLAND PFALZ	68.4	65.8	2.6	(3.9)
WIESBADEN	67.3	70.1	(2.8)	(5.0)
ANSBACH	61.8	61.7	0.1	(10.5)
STUTTGART	60.8	66.0	(5.2)	(11.5)

Score Ratings

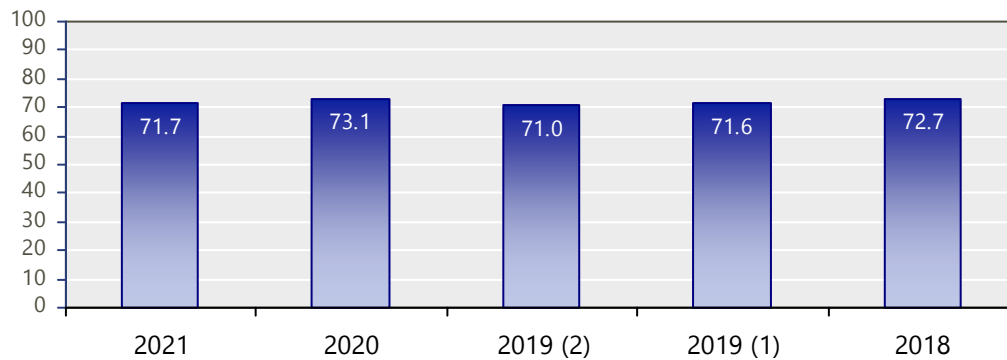
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Satisfaction Index Portfolio Score History and Scores By Installation

Property Satisfaction Index



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Index Score 71.7

The Property Satisfaction Index is a composite measure of Tenant satisfaction with the physical property.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	93.5	92.7	0.8	21.8
MIAMI	89.0	82.9	6.1	17.3
MYER-HH	88.6	90.0	(1.4)	16.9
CAMP SHELBY	88.2	81.5	6.7	16.5
CAMP ZAMA	85.7	83.9	1.8	14.0
ROCK ISLAND ARSENAL	85.2	85.3	(0.1)	13.5
DAEGU	84.9	84.0	0.9	13.2
BUCHANAN	80.0	88.5	(8.5)	8.3
HUMPHREYS	79.3	78.0	1.3	7.6
HAWTHORNE AD	78.5	49.2	29.3	6.8
BENELUX	76.0	77.8	(1.8)	4.3
ITALY	75.2	68.8	6.4	3.5
DUGWAY PG	71.5	81.8	(10.3)	(0.2)
BAVARIA	70.1	73.1	(3.0)	(1.6)
KWAJALEIN ATOLL	69.4	65.7	3.7	(2.3)

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

Satisfaction Index Portfolio Score History and Scores By Installation

Property Satisfaction Index

Portfolio Index Score 71.7

Scores by Installation <i>(Continued)</i>				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
HUNTER LIGGETT	69.4	74.9	(5.5)	(2.3)
WIESBADEN	65.8	69.3	(3.5)	(5.9)
RHEINLAND PFALZ	65.3	65.6	(0.3)	(6.4)
STUTTGART	65.2	70.5	(5.3)	(6.5)
ANSBACH	60.7	60.7	0.0	(11.0)

Score Ratings

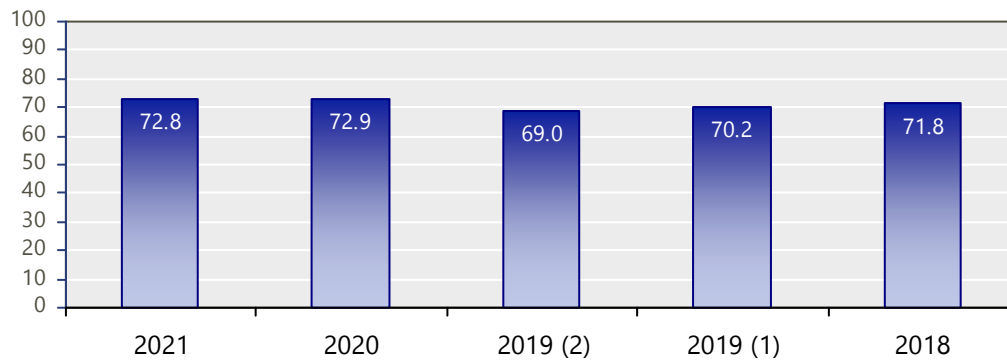
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Satisfaction Index Portfolio Score History and Scores By Installation

Service Satisfaction Index



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Index Score 72.8

The Service Satisfaction Index is a composite measure of Tenant satisfaction with the service provided by the management team. Service Satisfaction is a primary factor in determining A List Certificate eligibility.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	94.1	93.6	0.5	21.3
CAMP SHELBY	90.8	73.7	17.1	18.0
MIAMI	88.9	83.1	5.8	16.1
MYER-HH	88.7	92.2	(3.5)	15.9
DAEGU	88.1	84.6	3.5	15.3
CAMP ZAMA	88.1	86.6	1.5	15.3
ROCK ISLAND ARSENAL	87.2	88.2	(1.0)	14.4
BENELUX	84.5	81.2	3.3	11.7
HUMPHREYS	82.5	80.3	2.2	9.7
DUGWAY PG	80.2	87.9	(7.7)	7.4
BUCHANAN	76.1	93.9	(17.8)	3.3
ITALY	74.6	67.7	6.9	1.8
HAWTHORNE AD	74.3	43.9	30.4	1.5
KWAJALEIN ATOLL	73.5	69.6	3.9	0.7
RHEINLAND PFALZ	71.2	66.5	4.7	(1.6)

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

Satisfaction Index Portfolio Score History and Scores By Installation

Service Satisfaction Index

Portfolio Index Score 72.8

Scores by Installation <i>(Continued)</i>				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
WIESBADEN	69.7	71.1	(1.4)	(3.1)
BAVARIA	69.1	71.7	(2.6)	(3.7)
HUNTER LIGGETT	66.4	71.3	(4.9)	(6.4)
ANSBACH	64.4	64.0	0.4	(8.4)
STUTTGART	57.6	62.9	(5.3)	(15.2)

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

Business Success Factors

The following pages present the survey results grouped by CEL's Business Success Factors and include Prior Scores and Best Practice Scores. The Best Practice Scores for each property type reflect the top ten percent of scores from the prior year posted by all clients utilizing CEL's REACT survey process. These scores are considered the "Best in the Industry" and change on an annual basis.

Questions on the survey are coded to roll up into one of the nine Business Success Factors. Similar questions are coded the same for all firms to ensure a valid comparison.

The data is presented in the following manner:

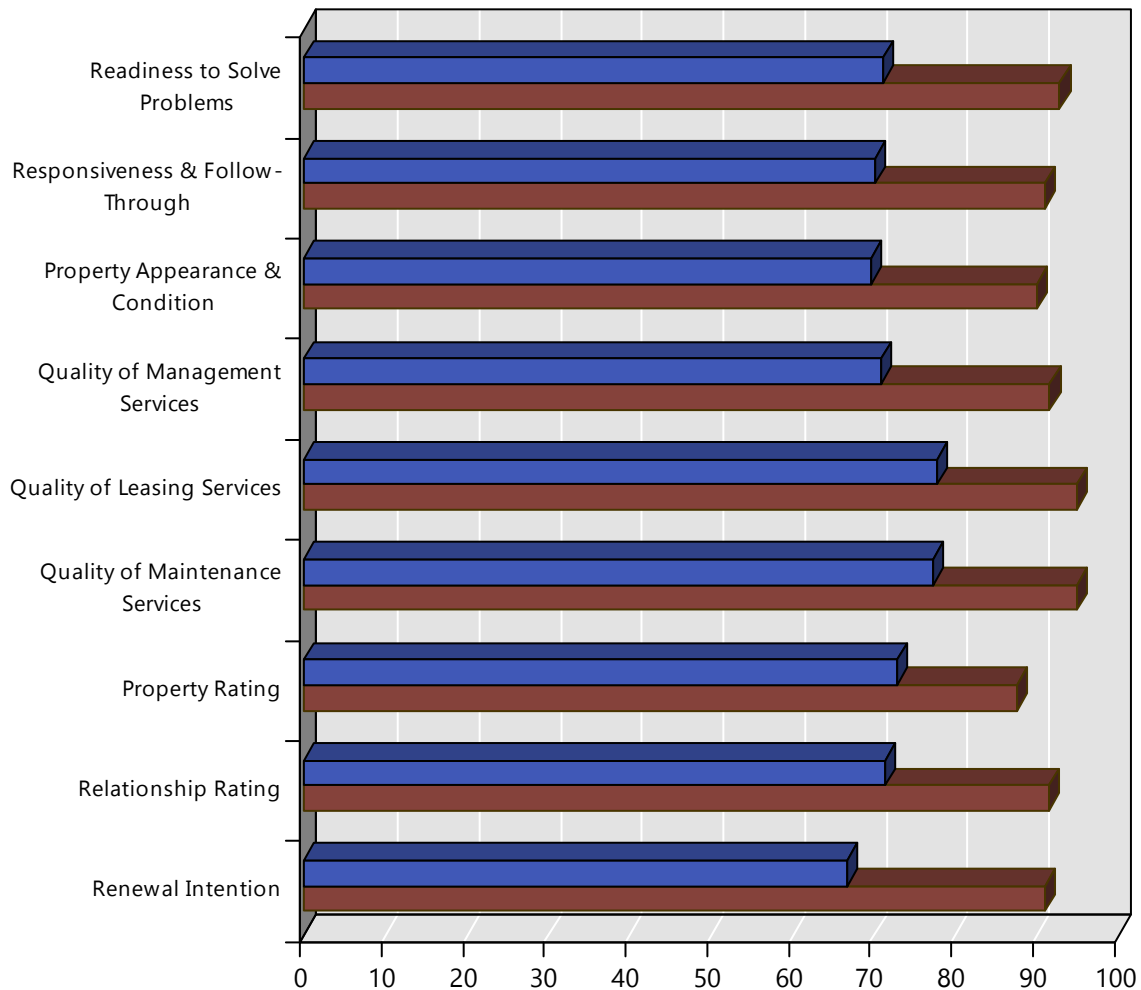
- ◆ A one-page Business Success Factor Score (BSF) Summary indicating the Current and Best Practice Scores.
- ◆ Current and Prior Results for each Business Success Factor.
- ◆ A section for each Business Success Factor, which includes:
 - A description of the Business Success Factor;
 - Five surveys' score history (within the last five years) for the Business Success Factor and response count data;
 - A ranked list of each Installation in the portfolio. Current and Prior scores are shown for each. The variance of the Installation's Current and Prior scores, and the variance of the Installation's Current score from the Current portfolio score for the Factor are also presented.

Question response data in this report is presented with column headings 5, 4, 3, 2, 1, 0. These values correspond to the following Rating Scale:

- 5: Very Satisfied or Strongly Agree
- 4: Satisfied or Agree
- 3: Neither Satisfied nor Dissatisfied, Neither Agree nor Disagree, Neutral
- 2: Dissatisfied or Disagree
- 1: Very Dissatisfied or Strongly Disagree
- 0: Not Applicable, No Opinion, Don't Know, or No Answer.

There are two values presented for each rating choice, for each question. The upper value indicates the percent of respondents who chose the particular answer for that question. The lower, italicized value shows the count of respondents who chose the answer.

Tenant Results by Business Success Factor - Summary



Business Success Factor	Current Score	Best Practice	Difference
Readiness to Solve Problems	71.2	92.9	(21.7)
Responsiveness & Follow-Through	70.3	91.0	(20.7)
Property Appearance & Condition	69.7	90.0	(20.3)
Quality of Management Services	70.9	91.7	(20.8)
Quality of Leasing Services	77.8	95.0	(17.2)
Quality of Maintenance Services	77.4	95.1	(17.7)
Property Rating	72.9	87.7	(14.8)
Relationship Rating	71.5	91.6	(20.1)
Renewal Intention	66.8	91.1	(24.3)

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

Tenant Business Success Factors

Readiness to Solve Problems

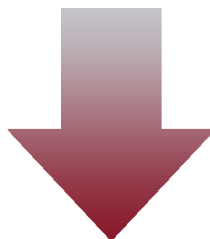
The questions in this Business Success Factor pertain to the perceptions of how willing or receptive the on-site personnel are to solving a particular problem. This Success Factor is included in the Service Index and the Overall Score.

Current Score
Prior Score
Difference

71.2

71.4

(0.2)



Responsiveness & Follow-Through

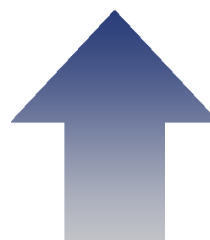
The questions in this Business Success Factor pertain to the perceptions of how responsive the on-site manager and/or staff is to resolving existing and/or potential problems. This category evaluates how the problem-resolution actions were perceived, and whether the property management staff followed up to make sure the corrective actions were completed satisfactorily. This Success Factor is included in the Service Index and the Overall Score.

Current Score
Prior Score
Difference

70.3

69.7

0.6



Property Appearance & Condition

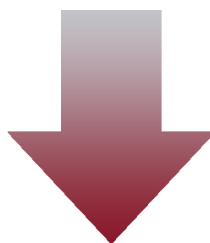
The questions in this Business Success Factor pertain to the physical appearance and overall condition of the property. Items evaluated in this category include, but are not limited to: signage, maintenance, elevators, lighting, landscaping, janitorial services, and cleanliness of parking areas. This Success Factor is included in the Property Index and the Overall Score.

Current Score
Prior Score
Difference

69.7

71.5

(1.8)




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

Tenant Business Success Factors

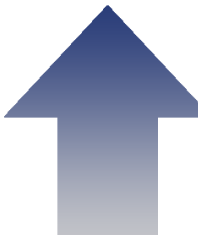
Quality of Management Services

The questions in this Business Success Factor assess the perceived quality of services being rendered by the on-site management team and the property management company. This Success Factor is included in the Service Index and Overall Score.

Current Score	70.9	
Prior Score	71.2	
Difference	(0.3)	

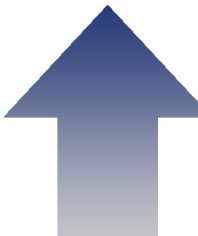
Quality of Leasing Services

The questions in this Business Success Factor pertain to the leasing process - the quality of the services rendered and the effectiveness of the process. This Success Factor is only included in the Overall Score and is not found in any other Index.

Current Score	77.8	
Prior Score	77.4	
Difference	0.4	

Quality of Maintenance Services

The questions in this Business Success Factor rate the maintenance services including responsiveness and follow-through, overall level of service provided and relationship with the maintenance personnel. This Success Factor is found in the Service Index and Overall Score.

Current Score	77.4	
Prior Score	77.0	
Difference	0.4	

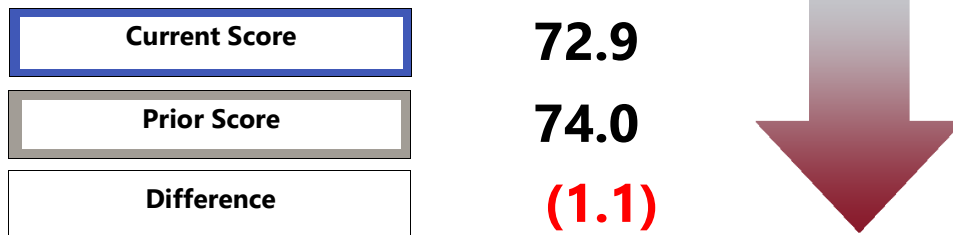
Score Ratings

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

Tenant Business Success Factors

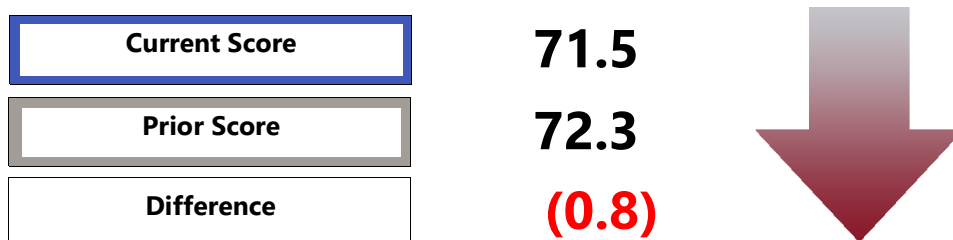
Property Rating

The questions in this Business Success Factor assess the property's features, characteristics, and amenities. This Success Factor is found in the Property Index and Overall Score.



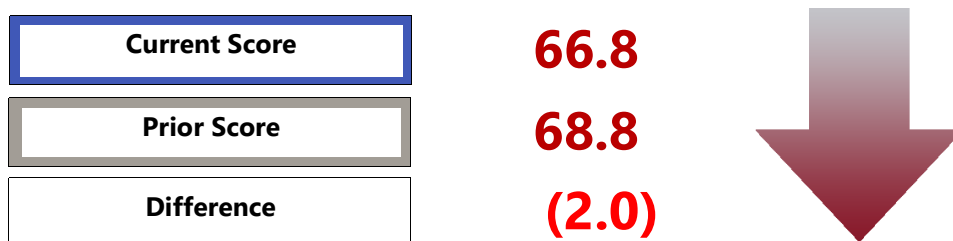
Relationship Rating

The questions in this Business Success Factor measure the relationship between the Housing Chief and the Tenant. This Success Factor is found in the Service Index and Overall Score.



Renewal Intention

The questions in this Business Success Factor evaluate the likelihood of Tenants renewing their leases. This Success Factor is found in the Overall Score.



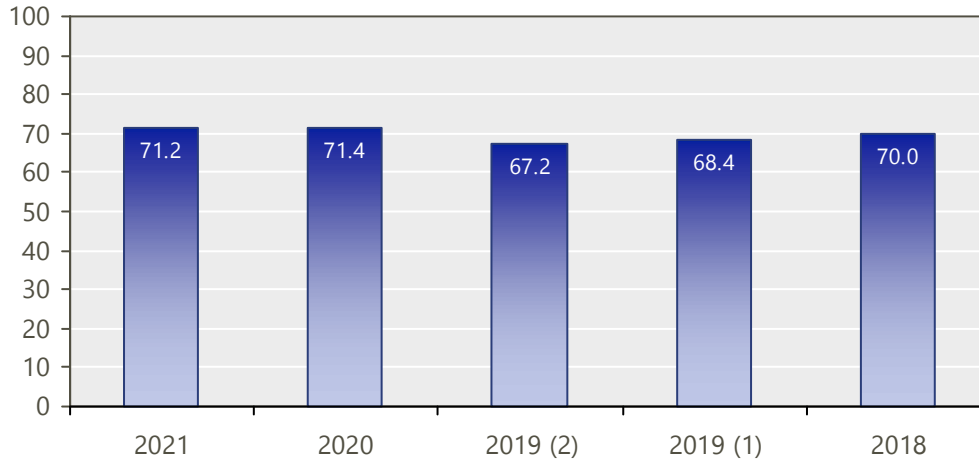
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Installation

Readiness to Solve Problems

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	9,324	9,340	9,707	9,580	9,957
<i>Surveys Received</i>	2,348	2,461	2,233	1,983	2,025
<i>Response Rate</i>	25.2%	26.3%	23.0%	20.7%	20.3%
<i>Properties Surveyed</i>	125	126	127	130	130

Portfolio Factor Score 71.2

The questions in this Business Success Factor pertain to the perceptions of how willing or receptive the on-site personnel are to solving a particular problem. This Success Factor is included in the Service Index and the Overall Score.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	94.1	95.4	(1.3)	22.9
MYER-HH	88.4	91.5	(3.1)	17.2
CAMP SHELBY	88.3	71.5	16.8	17.1
ROCK ISLAND ARSENAL	88.0	88.6	(0.6)	16.8
MIAMI	86.7	86.7	0.0	15.5
CAMP ZAMA	86.7	84.4	2.3	15.5
DAEGU	86.4	80.8	5.6	15.2
BENELUX	85.5	80.8	4.7	14.3
HUMPHREYS	82.2	79.4	2.8	11.0
DUGWAY PG	81.5	90.1	(8.6)	10.3
HAWTHORNE AD	80.0	50.0	30.0	8.8

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

Business Success Factor Portfolio Score History and Scores By Installation

Readiness to Solve Problems

Portfolio Factor Score 71.2

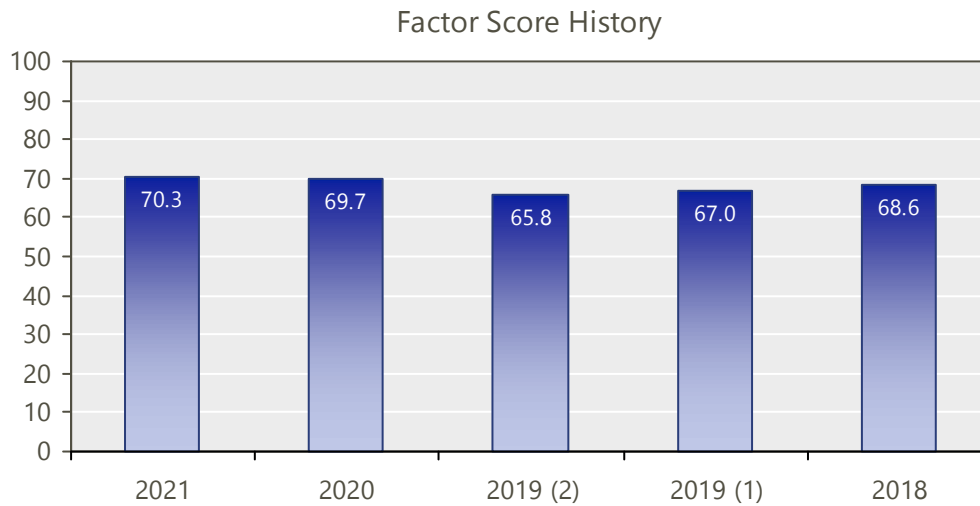
Scores by Installation <i>(Continued)</i>				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
ITALY	75.4	67.4	8.0	4.2
BUCHANAN	75.0	96.9	(21.9)	3.8
KWAJALEIN ATOLL	72.3	69.0	3.3	1.1
RHEINLAND PFALZ	70.2	64.8	5.4	(1.0)
WIESBADEN	67.5	68.9	(1.4)	(3.7)
BAVARIA	66.4	69.8	(3.4)	(4.8)
ANSBACH	63.8	63.9	(0.1)	(7.4)
HUNTER LIGGETT	61.3	70.3	(9.0)	(9.9)
STUTTGART	53.9	61.0	(7.1)	(17.3)

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

Business Success Factor Portfolio Score History and Scores By Installation

Responsiveness & Follow-Through



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Factor Score 70.3

The questions in this Business Success Factor pertain to the perceptions of how responsive the on-site manager and/or staff is to resolving existing and/or potential problems. This category evaluates how the problem-resolution actions were perceived, and whether the property management staff followed up to make sure the corrective actions were completed satisfactorily. This Success Factor is included in the Service Index and the Overall Score.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	93.0	92.8	0.2	22.7
CAMP ZAMA	88.0	85.5	2.5	17.7
DAEGU	86.8	82.5	4.3	16.5
MIAMI	86.7	86.7	0.0	16.4
CAMP SHELBY	85.5	67.3	18.2	15.2
MYER-HH	85.3	89.9	(4.6)	15.0
ROCK ISLAND ARSENAL	83.5	84.5	(1.0)	13.2
BENELUX	83.0	74.9	8.1	12.7
HUMPHREYS	80.7	78.2	2.5	10.4
DUGWAY PG	79.3	87.3	(8.0)	9.0

Score Ratings

100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Business Success Factor Portfolio Score History and Scores By Installation

Responsiveness & Follow-Through

Portfolio Factor Score 70.3

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
ITALY	72.7	63.3	9.4	2.4
KWAJALEIN ATOLL	71.2	64.7	6.5	0.9
HAWTHORNE AD	70.0	40.0	30.0	(0.3)
RHEINLAND PFALZ	69.5	64.9	4.6	(0.8)
BUCHANAN	66.9	92.0	(25.1)	(3.4)
BAVARIA	66.8	68.9	(2.1)	(3.5)
WIESBADEN	66.5	66.1	0.4	(3.8)
ANSBACH	61.3	62.0	(0.7)	(9.0)
HUNTER LIGGETT	60.9	66.1	(5.2)	(9.4)
STUTTGART	51.8	57.2	(5.4)	(18.5)

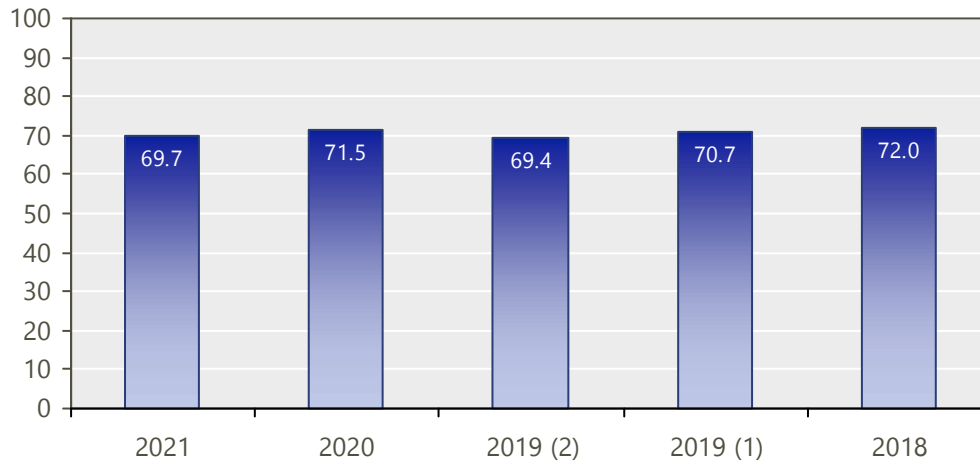
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Installation

Property Appearance & Condition

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Factor Score 69.7

The questions in this Business Success Factor pertain to the physical appearance and overall condition of the property. Items evaluated in this category include, but are not limited to: signage, maintenance, elevators, lighting, landscaping, janitorial services, and cleanliness of parking areas. This Success Factor is included in the Property Index and the Overall Score.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MIAMI	100.0	100.0	0.0	30.3
MCCOY	95.4	96.2	(0.8)	25.7
CAMP SHELBY	91.0	84.0	7.0	21.3
MYER-HH	87.7	88.6	(0.9)	18.0
ROCK ISLAND ARSENAL	84.8	84.7	0.1	15.1
CAMP ZAMA	83.3	82.0	1.3	13.6
DAEGU	83.2	81.9	1.3	13.5
HUMPHREYS	79.9	78.0	1.9	10.2
BENELUX	76.2	77.5	(1.3)	6.5
HAWTHORNE AD	76.0	60.0	16.0	6.3

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

Business Success Factor Portfolio Score History and Scores By Installation

Property Appearance & Condition

Portfolio Factor Score 69.7

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
ITALY	73.3	65.8	7.5	3.6
BUCHANAN	72.2	86.1	(13.9)	2.5
BAVARIA	69.6	73.3	(3.7)	(0.1)
HUNTER LIGGETT	69.3	74.0	(4.7)	(0.4)
WIESBADEN	64.5	67.9	(3.4)	(5.2)
KWAJALEIN ATOLL	62.3	56.9	5.4	(7.4)
STUTTGART	61.5	67.3	(5.8)	(8.2)
RHEINLAND PFALZ	60.8	61.8	(1.0)	(8.9)
DUGWAY PG	60.7	75.7	(15.0)	(9.0)
ANSBACH	58.7	60.4	(1.7)	(11.0)

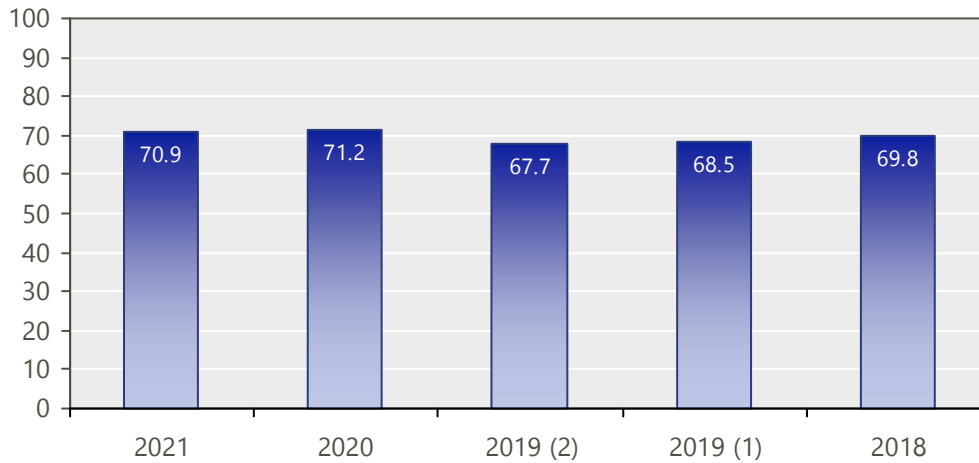
Score Ratings

100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Business Success Factor Portfolio Score History and Scores By Installation

Quality of Management Services

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Factor Score 70.9

The questions in this Business Success Factor assess the perceived quality of services being rendered by the on-site management team and the property management company. This Success Factor is included in the Service Index and Overall Score.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	94.0	90.4	3.6	23.1
CAMP SHELBY	92.5	75.8	16.7	21.6
MYER-HH	90.2	92.5	(2.3)	19.3
MIAMI	90.0	80.0	10.0	19.1
ROCK ISLAND ARSENAL	88.4	89.8	(1.4)	17.5
DAEGU	86.5	84.0	2.5	15.6
CAMP ZAMA	84.7	83.2	1.5	13.8
BENELUX	83.8	83.8	0.0	12.9
HUMPHREYS	80.8	78.9	1.9	9.9
HAWTHORNE AD	80.0	50.0	30.0	9.1
BUCHANAN	78.3	97.3	(19.0)	7.4

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

Business Success Factor Portfolio Score History and Scores By Installation

Quality of Management Services

Portfolio Factor Score 70.9

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
DUGWAY PG	76.5	85.6	(9.1)	5.6
ITALY	75.3	67.9	7.4	4.4
KWAJALEIN ATOLL	71.9	68.5	3.4	1.0
RHEINLAND PFALZ	68.6	64.6	4.0	(2.3)
BAVARIA	68.3	70.8	(2.5)	(2.6)
WIESBADEN	65.2	67.0	(1.8)	(5.7)
HUNTER LIGGETT	63.0	73.6	(10.6)	(7.9)
ANSBACH	59.2	58.4	0.8	(11.7)
STUTTGART	56.3	62.2	(5.9)	(14.6)

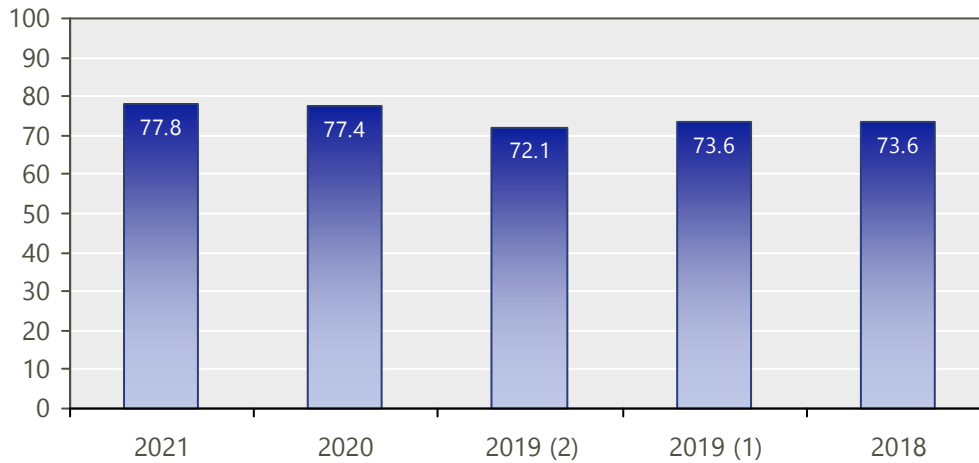
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Installation

Quality of Leasing Services

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Factor Score 77.8

The questions in this Business Success Factor pertain to the leasing process - the quality of the services rendered and the effectiveness of the process. This Success Factor is only included in the Overall Score and is not found in any other Index.

Scores by Installation

Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	97.3	95.7	1.6	19.5
MIAMI	95.0	60.0	35.0	17.2
ROCK ISLAND ARSENAL	93.9	92.2	1.7	16.1
MYER-HH	93.1	96.5	(3.4)	15.3
HAWTHORNE AD	90.0	65.0	25.0	12.2
CAMP ZAMA	89.2	87.3	1.9	11.4
HUMPHREYS	88.7	86.6	2.1	10.9
DAEGU	87.7	87.6	0.1	9.9
DUGWAY PG	87.1	90.3	(3.2)	9.3
BENELUX	85.5	75.0	10.5	7.7
CAMP SHELBY	85.0	64.4	20.6	7.2

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

Business Success Factor Portfolio Score History and Scores By Installation

Quality of Leasing Services

Portfolio Factor Score 77.8

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
KWAJALEIN ATOLL	84.5	82.6	1.9	6.7
BUCHANAN	82.1	96.3	(14.2)	4.3
ITALY	80.0	77.8	2.2	2.2
RHEINLAND PFALZ	77.7	72.1	5.6	(0.1)
HUNTER LIGGETT	77.0	86.7	(9.7)	(0.8)
BAVARIA	74.4	76.6	(2.2)	(3.4)
WIESBADEN	68.5	72.5	(4.0)	(9.3)
STUTTGART	65.9	69.0	(3.1)	(11.9)
ANSBACH	64.8	63.2	1.6	(13.0)

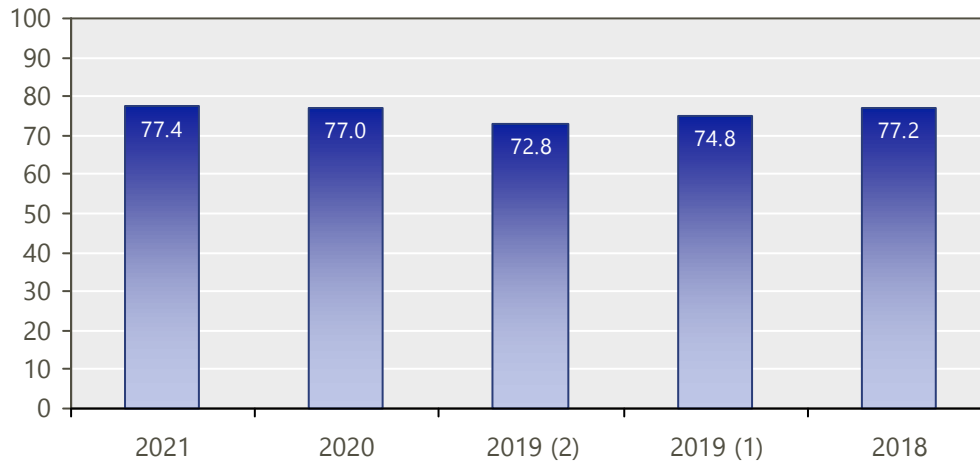
Score Ratings

100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Business Success Factor Portfolio Score History and Scores By Installation

Quality of Maintenance Services

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Factor Score 77.4

The questions in this Business Success Factor rate the maintenance services including responsiveness and follow-through, overall level of service provided and relationship with the maintenance personnel. This Success Factor is found in the Service Index and Overall Score.

Scores by Installation

Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	94.6	95.3	(0.7)	17.2
DAEGU	92.2	89.0	3.2	14.8
CAMP SHELBY	92.0	77.1	14.9	14.6
CAMP ZAMA	91.8	91.2	0.6	14.4
MYER-HH	91.3	92.4	(1.1)	13.9
ROCK ISLAND ARSENAL	88.5	89.2	(0.7)	11.1
MIAMI	88.0	--	--	10.6
BENELUX	87.0	84.2	2.8	9.6
HUMPHREYS	86.3	82.7	3.6	8.9
DUGWAY PG	85.3	92.7	(7.4)	7.9
BUCHANAN	78.7	89.9	(11.2)	1.3

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

Business Success Factor Portfolio Score History and Scores By Installation

Quality of Maintenance Services

Portfolio Factor Score 77.4

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
HUNTER LIGGETT	78.1	71.5	6.6	0.7
WIESBADEN	77.6	79.0	(1.4)	0.2
RHEINLAND PFALZ	76.5	71.5	5.0	(0.9)
KWAJALEIN ATOLL	76.0	71.6	4.4	(1.4)
ANSBACH	74.5	71.3	3.2	(2.9)
ITALY	74.1	69.6	4.5	(3.3)
BAVARIA	72.7	74.9	(2.2)	(4.7)
HAWTHORNE AD	71.1	42.0	29.1	(6.3)
STUTTGART	63.2	66.9	(3.7)	(14.2)

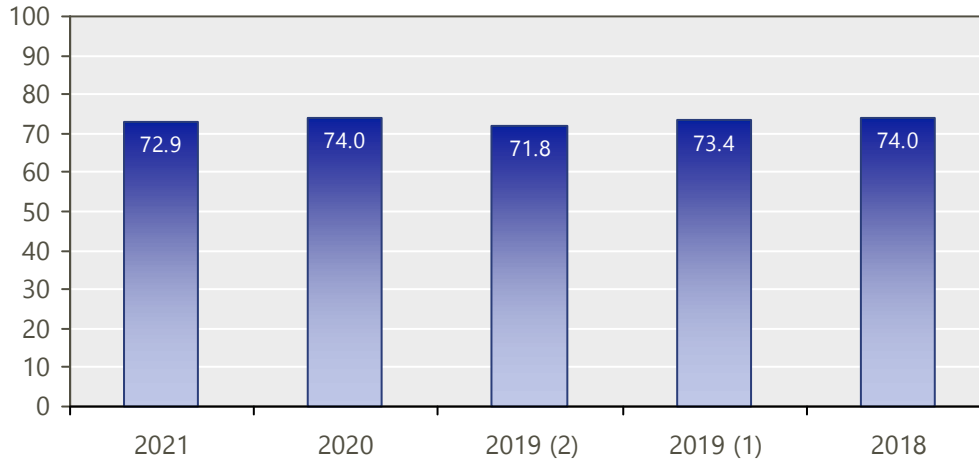
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Installation

Property Rating

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	9,324	9,340	9,707	9,580	9,957
<i>Surveys Received</i>	2,348	2,461	2,233	1,983	2,025
<i>Response Rate</i>	25.2%	26.3%	23.0%	20.7%	20.3%
<i>Properties Surveyed</i>	125	126	127	130	130

Portfolio Factor Score 72.9

The questions in this Business Success Factor assess the property's features, characteristics, and amenities. This Success Factor is found in the Property Index and Overall Score.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	92.4	90.7	1.7	19.5
MYER-HH	89.1	90.8	(1.7)	16.2
CAMP ZAMA	87.1	85.1	2.0	14.2
CAMP SHELBY	86.7	80.0	6.7	13.8
DAEGU	85.8	85.1	0.7	12.9
ROCK ISLAND ARSENAL	85.5	85.6	(0.1)	12.6
BUCHANAN	84.3	89.8	(5.5)	11.4
MIAMI	83.0	73.3	9.7	10.1
HAWTHORNE AD	80.0	42.7	37.3	7.1
HUMPHREYS	79.0	78.0	1.0	6.1
DUGWAY PG	77.7	85.1	(7.4)	4.8

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

Business Success Factor Portfolio Score History and Scores By Installation

Property Rating

Portfolio Factor Score 72.9

Scores by Installation <i>(Continued)</i>				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
ITALY	76.2	70.5	5.7	3.3
BENELUX	76.0	78.0	(2.0)	3.1
KWAJALEIN ATOLL	74.0	72.0	2.0	1.1
BAVARIA	70.4	73.1	(2.7)	(2.5)
HUNTER LIGGETT	69.5	75.4	(5.9)	(3.4)
RHEINLAND PFALZ	67.8	67.8	0.0	(5.1)
STUTTGART	67.4	72.3	(4.9)	(5.5)
WIESBADEN	66.6	70.1	(3.5)	(6.3)
ANSBACH	61.9	60.9	1.0	(11.0)

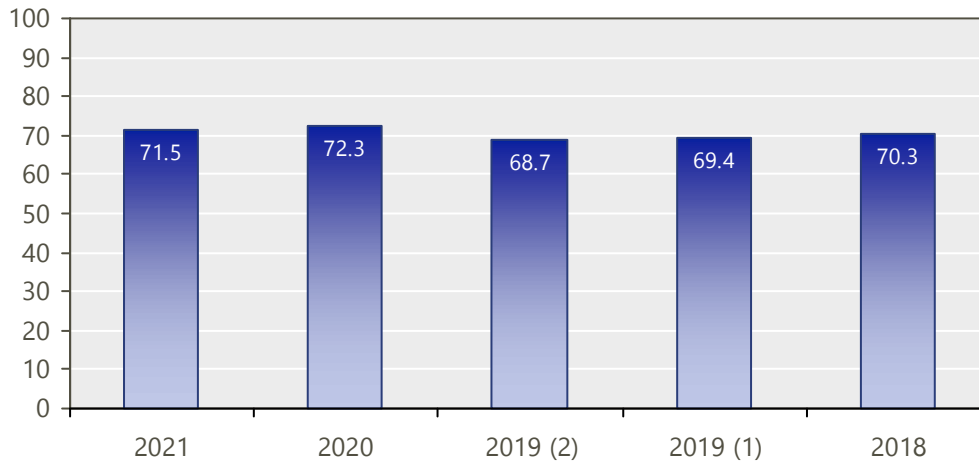
Score Ratings

100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Business Success Factor Portfolio Score History and Scores By Installation

Relationship Rating

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Factor Score 71.5

The questions in this Business Success Factor measure the relationship between the Housing Chief and the Tenant. This Success Factor is found in the Service Index and Overall Score.

Scores by Installation

Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	94.4	92.7	1.7	22.9
CAMP SHELBY	93.7	75.2	18.5	22.2
MIAMI	92.0	80.0	12.0	20.5
MYER-HH	87.8	93.6	(5.8)	16.3
ROCK ISLAND ARSENAL	87.1	88.4	(1.3)	15.6
CAMP ZAMA	86.8	85.3	1.5	15.3
DAEGU	86.5	84.0	2.5	15.0
BENELUX	82.3	81.2	1.1	10.8
HUMPHREYS	80.4	80.3	0.1	8.9
BUCHANAN	78.9	95.7	(16.8)	7.4
DUGWAY PG	76.5	83.2	(6.7)	5.0

Score Ratings

100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Business Success Factor Portfolio Score History and Scores By Installation

Relationship Rating

Portfolio Factor Score 71.5

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
ITALY	75.6	68.6	7.0	4.1
HAWTHORNE AD	74.0	42.0	32.0	2.5
KWAJALEIN ATOLL	73.8	71.2	2.6	2.3
BAVARIA	68.7	71.7	(3.0)	(2.8)
RHEINLAND PFALZ	68.5	64.1	4.4	(3.0)
WIESBADEN	66.8	68.9	(2.1)	(4.7)
HUNTER LIGGETT	62.5	74.0	(11.5)	(9.0)
ANSBACH	58.4	60.0	(1.6)	(13.1)
STUTTGART	58.0	63.7	(5.7)	(13.5)

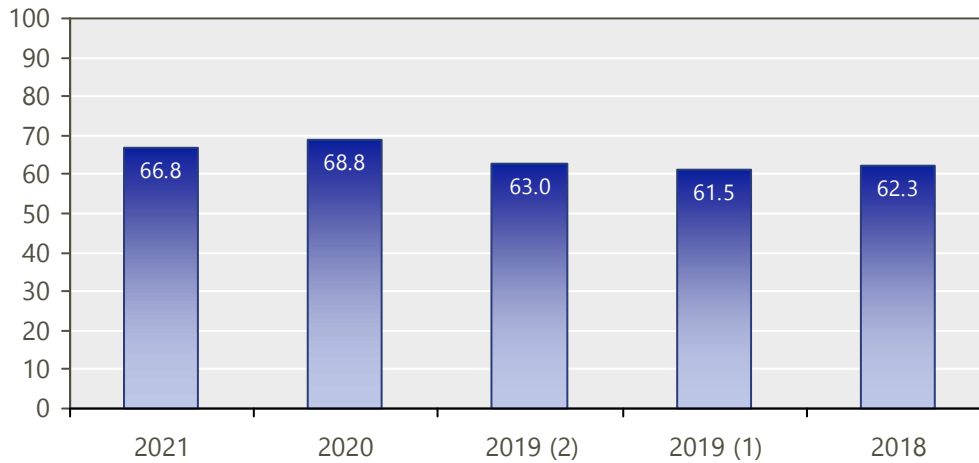
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Installation

Renewal Intention

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	9,324	9,340	9,707	9,580	9,957
Surveys Received	2,348	2,461	2,233	1,983	2,025
Response Rate	25.2%	26.3%	23.0%	20.7%	20.3%
Properties Surveyed	125	126	127	130	130

Portfolio Factor Score 66.8

The questions in this Business Success Factor evaluate the likelihood of Tenants renewing their leases. This Success Factor is found in the Overall Score.

Scores by Installation				
Installation Name	Current Score	Prior Score	Current - Prior	Installation - Portfolio
MCCOY	94.0	95.0	(1.0)	27.2
MYER-HH	89.9	91.4	(1.5)	23.1
MIAMI	88.9	93.3	(4.4)	22.1
CAMP SHELBY	88.3	75.2	13.1	21.5
ROCK ISLAND ARSENAL	84.9	85.8	(0.9)	18.1
CAMP ZAMA	84.8	82.6	2.2	18.0
BUCHANAN	81.3	92.0	(10.7)	14.5
DAEGU	79.8	78.8	1.0	13.0
KWAJALEIN ATOLL	78.7	70.9	7.8	11.9
HAWTHORNE AD	76.7	40.0	36.7	9.9
HUMPHREYS	76.4	74.3	2.1	9.6

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

Business Success Factor Portfolio Score History and Scores By Installation

Renewal Intention

Portfolio Factor Score 66.8

Scores by Installation <i>(Continued)</i>				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
DUGWAY PG	74.8	83.6	(8.8)	8.0
BENELUX	72.7	71.4	1.3	5.9
ITALY	69.4	60.8	8.6	2.6
HUNTER LIGGETT	68.8	74.8	(6.0)	2.0
BAVARIA	65.7	70.1	(4.4)	(1.1)
WIESBADEN	59.3	66.0	(6.7)	(7.5)
RHEINLAND PFALZ	59.0	57.5	1.5	(7.8)
STUTTGART	55.2	61.9	(6.7)	(11.6)
ANSBACH	48.6	51.2	(2.6)	(18.2)

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

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Tenant Results By Question

1. With regard to the appearance and condition of the housing community, how satisfied are you with:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Visual appeal of the community	72.2	73.7	(1.5)	33% 765	31% 723	11% 255	14% 340	11% 248	1% 17
b. Overall condition of the community	71.3	73.5	(2.2)	29% 691	32% 759	12% 278	15% 346	10% 245	1% 29
c. Landscaping	66.8	68.5	(1.7)	25% 593	27% 635	15% 362	17% 410	13% 313	1% 35
d. Recreation areas	67.2	69.1	(1.9)	25% 583	26% 619	16% 370	15% 362	13% 307	5% 107
e. Condition of roads, parking areas, sidewalks and common areas	70.8	72.8	(2.0)	33% 764	28% 660	11% 247	14% 333	13% 304	2% 40
2. How would you evaluate the property management/housing office team with regard to the following:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Ease of contacting when questions or problems arise	72.1	72.3	(0.2)	34% 798	28% 647	11% 258	12% 275	13% 298	3% 72
b. Follow-up after problems are reported to be sure that they have been resolved	66.4	65.9	0.5	29% 672	21% 494	13% 300	15% 343	17% 396	6% 143
c. Courtesy and respect with which you are treated	80.3	80.0	0.3	47% 1100	25% 585	12% 282	6% 133	7% 174	3% 74
d. Ability to do what is required to keep you satisfied	71.1	72.0	(0.9)	32% 760	24% 564	16% 373	11% 261	12% 290	4% 100
e. Frequency of contact and communications	69.2	69.6	(0.4)	29% 685	20% 459	23% 539	11% 264	12% 274	5% 127
f. Willingness to respond to your needs	72.0	72.4	(0.4)	35% 824	23% 543	14% 340	11% 255	12% 292	4% 94
g. Clarity of communication with you	72.3	72.3	0.0	33% 767	26% 599	16% 384	10% 241	11% 255	4% 102
h. Willingness to do what they say they will do	73.0	72.9	0.1	36% 835	24% 555	15% 347	9% 211	12% 282	5% 118
i. Policies and procedures of the community	70.6	70.4	0.2	30% 714	23% 550	19% 442	10% 229	12% 284	5% 129
j. Overall level and quality of service you are receiving	71.2	72.0	(0.8)	32% 762	25% 595	15% 343	11% 258	13% 299	4% 91
3. With regard to the maintenance service team, how satisfied are you with:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Responsiveness of maintenance personnel	78.2	77.5	0.7	43% 1016	28% 647	8% 193	9% 211	9% 202	3% 79
b. Problem resolution	75.1	74.7	0.4	39% 909	27% 638	9% 212	11% 248	11% 250	4% 91
c. Courtesy of maintenance personnel	85.3	85.4	(0.1)	55% 1291	24% 572	9% 200	4% 83	5% 108	4% 94
d. Quality of maintenance work	78.3	78.3	0.0	42% 983	27% 629	11% 264	8% 193	7% 175	4% 104
e. Follow-up on maintenance requests to ensure satisfaction	70.0	68.9	1.1	32% 758	20% 470	16% 380	11% 267	13% 313	7% 160

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

2022 Tenant Satisfaction Survey

Army Family Housing ARMY FH OVERALL: OWNED & LEASED

Tenant Results By Question

4. How satisfied are you with each of the following features of the housing community:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Safety	83.7	84.3	(0.6)	54% 1267	25% 590	10% 235	5% 124	5% 117	1% 15
b. Security	82.7	83.7	(1.0)	52% 1227	24% 568	11% 258	6% 138	5% 126	1% 31
c. Parking	71.0	75.0	(4.0)	39% 918	21% 493	9% 213	13% 305	16% 376	2% 43
d. Visitor parking	63.0	65.5	(2.5)	28% 654	17% 402	13% 306	15% 354	22% 509	5% 123
5. How satisfied are you with the following characteristics of your home:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Overall condition of your home	73.2	74.7	(1.5)	33% 780	33% 782	9% 213	14% 335	10% 230	0% 8
b. Landscaping (immediate area around your home/building)	66.6	68.5	(1.9)	25% 586	28% 650	15% 358	17% 388	14% 334	1% 32
c. Appliances provided, if applicable	68.5	67.8	0.7	27% 632	31% 719	11% 270	17% 400	13% 299	1% 28
d. Overall condition when you moved in (if moved in during the last 12 months)	72.3	73.3	(1.0)	27% 636	24% 557	11% 257	10% 231	9% 215	19% 452
e. Pest control	74.5	72.9	1.6	34% 803	23% 551	17% 388	9% 203	8% 198	9% 205
f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	67.5	67.9	(0.4)	26% 615	29% 675	13% 308	19% 444	12% 292	1% 14
6. If you moved in or signed a lease renewal in the last 12 months, how satisfied are you with the leasing/assignment process?	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Ease of the leasing/assignment process	78.2	78.0	0.2	28% 669	14% 337	9% 205	4% 90	6% 137	39% 910
b. Professionalism with which you were treated by the leasing/housing office	80.1	79.7	0.4	31% 734	15% 341	7% 169	3% 78	6% 133	38% 893
c. Follow-up and continuing contact with the leasing/housing office	75.7	74.7	1.0	25% 589	14% 327	11% 256	4% 101	6% 146	40% 929
d. Overall level and quality of the leasing/housing office	77.2	77.1	0.1	27% 633	15% 342	10% 238	4% 87	6% 141	39% 907
7. Please indicate how much you agree or disagree with each of the following statements:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. When the property management/housing office team promises to do something by a certain time, they do...	71.5	70.1	1.4	25% 587	29% 688	18% 411	10% 229	9% 207	10% 226
b. Overall Resident morale at this housing community is good	67.3	69.3	(2.0)	23% 540	28% 650	17% 398	14% 323	13% 300	6% 137
c. I would recommend this housing community to others assigned to this installation	69.2	71.2	(2.0)	28% 658	27% 634	16% 383	9% 220	15% 347	5% 106
d. The property management team is doing all they can to make this housing community appealing to Resid...	66.3	67.2	(0.9)	25% 579	21% 484	20% 462	14% 327	13% 316	8% 180
e. If extended at this installation, I would want to continue living in this housing community	67.0	69.3	(2.3)	30% 716	22% 507	13% 308	10% 246	19% 454	5% 117

Score Ratings

100.0 to 85.0 Outstanding
84.9 to 80.0 Very Good
79.9 to 75.0 Good
74.9 to 70.0 Average

69.9 to 65.0 Below Average
64.9 to 60.0 Poor
59.9 to 55.0 Very Poor
54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Tenant Results By Question

7. Please indicate how much you agree or disagree with each of the following statements:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
f. Given the choice in the future, I would seek/want to live in this housing community again	64.1	66.0	(1.9)	28% 656	19% 435	15% 355	13% 299	21% 494	5% 109
8. Considering all factors, please tell us how satisfied you are with the following:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Your home	73.8	75.1	(1.3)	34% 806	32% 740	10% 224	12% 292	10% 237	2% 49
b. Your current housing community	73.5	74.5	(1.0)	34% 800	28% 667	13% 312	12% 277	10% 225	3% 67
c. The health and safety of your home	76.9	78.3	(1.4)	39% 909	29% 684	13% 299	9% 205	8% 183	3% 68
d. The health and safety of your current housing community (parks, roads, lighting, etc.)	74.9	77.2	(2.3)	36% 835	29% 674	13% 316	11% 270	8% 185	3% 68
e. The property management/housing office response to and correction of your health and safety concerns	71.9	72.6	(0.7)	30% 707	22% 517	18% 426	9% 217	10% 231	11% 250
f. The government housing office as your advocate	67.7	68.2	(0.5)	26% 610	19% 439	20% 463	10% 224	14% 322	12% 290
g. Your Chain of Command in engaging on housing issues	71.0	73.0	(2.0)	26% 600	15% 358	21% 483	6% 131	9% 220	24% 556
9. Please indicate how much you agree or disagree with the following:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. I would recommend this housing community to others	68.5	70.5	(2.0)	29% 689	25% 593	16% 375	10% 239	16% 383	3% 69

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

2022 Tenant Satisfaction Survey

Army Family Housing ARMY FH OVERALL: OWNED & LEASED

Tenant Results By Question, Sorted Highest Score to Lowest

Question	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
3c. Courtesy of maintenance personnel	85.3	85.4	(0.1)	55% 1291	24% 572	9% 200	4% 83	5% 108	4% 94
4a. Safety	83.7	84.3	(0.6)	54% 1267	25% 590	10% 235	5% 124	5% 117	1% 15
4b. Security	82.7	83.7	(1.0)	52% 1227	24% 568	11% 258	6% 138	5% 126	1% 31
2c. Courtesy and respect with which you are treated	80.3	80.0	0.3	47% 1100	25% 585	12% 282	6% 133	7% 174	3% 74
6b. Professionalism with which you were treated by the leasing/housing office	80.1	79.7	0.4	31% 734	15% 341	7% 169	3% 78	6% 133	38% 893
3d. Quality of maintenance work	78.3	78.3	0.0	42% 983	27% 629	11% 264	8% 193	7% 175	4% 104
6a. Ease of the leasing/assignment process	78.2	78.0	0.2	28% 669	14% 337	9% 205	4% 90	6% 137	39% 910
3a. Responsiveness of maintenance personnel	78.2	77.5	0.7	43% 1016	28% 647	8% 193	9% 211	9% 202	3% 79
6d. Overall level and quality of the leasing/housing office	77.2	77.1	0.1	27% 633	15% 342	10% 238	4% 87	6% 141	39% 907
8c. The health and safety of your home	76.9	78.3	(1.4)	39% 909	29% 684	13% 299	9% 205	8% 183	3% 68
6c. Follow-up and continuing contact with the leasing/housing office	75.7	74.7	1.0	25% 589	14% 327	11% 256	4% 101	6% 146	40% 929
3b. Problem resolution	75.1	74.7	0.4	39% 909	27% 638	9% 212	11% 248	11% 250	4% 91
8d. The health and safety of your current housing community (parks, roads, lighting, etc.)	74.9	77.2	(2.3)	36% 835	29% 674	13% 316	11% 270	8% 185	3% 68
5e. Pest control	74.5	72.9	1.6	34% 803	23% 551	17% 388	9% 203	8% 198	9% 205
8a. Your home	73.8	75.1	(1.3)	34% 806	32% 740	10% 224	12% 292	10% 237	2% 49
8b. Your current housing community	73.5	74.5	(1.0)	34% 800	28% 667	13% 312	12% 277	10% 225	3% 67
5a. Overall condition of your home	73.2	74.7	(1.5)	33% 780	33% 782	9% 213	14% 335	10% 230	0% 8
2h. Willingness to do what they say they will do	73.0	72.9	0.1	36% 835	24% 555	15% 347	9% 211	12% 282	5% 118
5d. Overall condition when you moved in (if moved in during the last 12 months)	72.3	73.3	(1.0)	27% 636	24% 557	11% 257	10% 231	9% 215	19% 452
2g. Clarity of communication with you	72.3	72.3	0.0	33% 767	26% 599	16% 384	10% 241	11% 255	4% 102
1a. Visual appeal of the community	72.2	73.7	(1.5)	33% 765	31% 723	11% 255	14% 340	11% 248	1% 17
2a. Ease of contacting when questions or problems arise	72.1	72.3	(0.2)	34% 798	28% 647	11% 258	12% 275	13% 298	3% 72
2f. Willingness to respond to your needs	72.0	72.4	(0.4)	35% 824	23% 543	14% 340	11% 255	12% 292	4% 94
8e. The property management/housing office response to and correction of your health and safety concerns	71.9	72.6	(0.7)	30% 707	22% 517	18% 426	9% 217	10% 231	11% 250

Score Ratings

100.0 to 85.0 Outstanding

84.9 to 80.0 Very Good

79.9 to 75.0 Good

74.9 to 70.0 Average

69.9 to 65.0 Below Average

64.9 to 60.0 Poor

59.9 to 55.0 Very Poor

54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing ARMY FH OVERALL: OWNED & LEASED

Tenant Results By Question, Sorted Highest Score to Lowest

Question	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
7a. When the property management/housing office team promises to do something by a certain time, they do...	71.5	70.1	1.4	25% 587	29% 688	18% 411	10% 229	9% 207	10% 226
1b. Overall condition of the community	71.3	73.5	(2.2)	29% 691	32% 759	12% 278	15% 346	10% 245	1% 29
2j. Overall level and quality of service you are receiving	71.2	72.0	(0.8)	32% 762	25% 595	15% 343	11% 258	13% 299	4% 91
2d. Ability to do what is required to keep you satisfied	71.1	72.0	(0.9)	32% 760	24% 564	16% 373	11% 261	12% 290	4% 100
4c. Parking	71.0	75.0	(4.0)	39% 918	21% 493	9% 213	13% 305	16% 376	2% 43
8g. Your Chain of Command in engaging on housing issues	71.0	73.0	(2.0)	26% 600	15% 358	21% 483	6% 131	9% 220	24% 556
1e. Condition of roads, parking areas, sidewalks and common areas	70.8	72.8	(2.0)	33% 764	28% 660	11% 247	14% 333	13% 304	2% 40
2i. Policies and procedures of the community	70.6	70.4	0.2	30% 714	23% 550	19% 442	10% 229	12% 284	5% 129
3e. Follow-up on maintenance requests to ensure satisfaction	70.0	68.9	1.1	32% 758	20% 470	16% 380	11% 267	13% 313	7% 160
7c. I would recommend this housing community to others assigned to this installation	69.2	71.2	(2.0)	28% 658	27% 634	16% 383	9% 220	15% 347	5% 106
2e. Frequency of contact and communications	69.2	69.6	(0.4)	29% 685	20% 459	23% 539	11% 264	12% 274	5% 127
5c. Appliances provided, if applicable	68.5	67.8	0.7	27% 632	31% 719	11% 270	17% 400	13% 299	1% 28
9a. I would recommend this housing community to others	68.5	70.5	(2.0)	29% 689	25% 593	16% 375	10% 239	16% 383	3% 69
8f. The government housing office as your advocate	67.7	68.2	(0.5)	26% 610	19% 439	20% 463	10% 224	14% 322	12% 290
5f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	67.5	67.9	(0.4)	26% 615	29% 675	13% 308	19% 444	12% 292	1% 14
7b. Overall Resident morale at this housing community is good	67.3	69.3	(2.0)	23% 540	28% 650	17% 398	14% 323	13% 300	6% 137
1d. Recreation areas	67.2	69.1	(1.9)	25% 583	26% 619	16% 370	15% 362	13% 307	5% 107
7e. If extended at this installation, I would want to continue living in this housing community	67.0	69.3	(2.3)	30% 716	22% 507	13% 308	10% 246	19% 454	5% 117
1c. Landscaping	66.8	68.5	(1.7)	25% 593	27% 635	15% 362	17% 410	13% 313	1% 35
5b. Landscaping (immediate area around your home/building)	66.6	68.5	(1.9)	25% 586	28% 650	15% 358	17% 388	14% 334	1% 32
2b. Follow-up after problems are reported to be sure that they have been resolved	66.4	65.9	0.5	29% 672	21% 494	13% 300	15% 343	17% 396	6% 143
7d. The property management team is doing all they can to make this housing community appealing to Resid...	66.3	67.2	(0.9)	25% 579	21% 484	20% 462	14% 327	13% 316	8% 180
7f. Given the choice in the future, I would seek/want to live in this housing community again	64.1	66.0	(1.9)	28% 656	19% 435	15% 355	13% 299	21% 494	5% 109
4d. Visitor parking	63.0	65.5	(2.5)	28% 654	17% 402	13% 306	15% 354	22% 509	5% 123

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

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL:OWNED & LEASED

Count and Percent of Responses - Supplemental Questions

10) What is your grade? (Most Senior rank if more than one Service member in home.)	Count	Percent
E1 - E4	210	8.9%
E5 - E6	728	31.0%
E7 - E9	417	17.8%
W1 - W3	98	4.2%
W4 - W5	37	1.6%
O1 - O3	158	6.7%
O4 - O5	280	11.9%
O6	99	4.2%
O7 - O10	40	1.7%
Foreign Military	8	0.3%
Retiree	3	0.1%
DOD/Federal Civilian	181	7.7%
Civilian/Other	77	3.3%
No Answer	12	0.5%
Total	2,348	99.9%

Respondent Group Score Comparison

One of the unique features of REACT is the ability to compare the perceptions, opinions and responses of each respondent group to the others. On the following page, a table provides the REACT Satisfaction Index and Business Success Factor scores for each respondent group in comparison to the others. Differences of more than 10 points are highlighted in red. Indexes or Factors with significant differences indicate varying performance standards, opinions on what constitutes outstanding service, and expectations. Based on analysis of all of our surveying firms, CEL has determined that the size of this variance indicates the level of “disconnect” between respondent groups.

Variance	Disconnect
Less than 6 points	Of No Concern...No Attention Needed
6 to 10 points	Minor Concern...Limited Attention Required
11 to 15 points	Concern...Attention Needed
16 to 20 points	Significant...Attention Needed As Soon As Possible
More than 20 points	Critical...Immediate Attention Needed

Where Critical or Significant differences appear, immediate actions should be taken to address and remedy the variances in perceptions and standards. The ability of a management team and management firm to meet or exceed expectations must start with an agreed-upon/understood level of performance, regardless of the type or class of the asset.

Comparison of Satisfaction Index & Business Success Factor Scores by Respondent Group

Tenant to Housing Chief			
Satisfaction Index / BSF	Tenant	HC	Difference
Overall	72.3	89.7	17.4
Property	71.7	86.0	14.3
Service	72.8	91.7	18.9
Readiness to Solve Problems	71.2	94.3	23.1
Responsiveness & Follow-Through	70.3	93.1	22.8
Property Appearance & Condition	69.7	85.1	15.4
Quality of Management Services	70.9	94.5	23.6
Quality of Leasing Services	77.8	97.6	19.8
Quality of Maintenance Services	77.4	87.7	10.3
Property Rating	72.9	86.5	13.6
Relationship Rating	71.5	92.2	20.7
Renewal Intention	66.8	85.1	18.3

Tenant to GC, DGC and CSM			
Satisfaction Index / BSF	Tenant	GC	Difference
Overall	72.3	88.5	16.2
Property	71.7	85.6	13.9
Service	72.8	90.3	17.5
Readiness to Solve Problems	71.2	89.0	17.8
Responsiveness & Follow-Through	70.3	90.5	20.2
Property Appearance & Condition	69.7	84.7	15.0
Quality of Management Services	70.9	88.9	18.0
Quality of Leasing Services	77.8	95.3	17.5
Quality of Maintenance Services	77.4	95.6	18.2
Property Rating	72.9	86.2	13.3
Relationship Rating	71.5	87.2	15.7
Renewal Intention	66.8	88.1	21.3

GC, DGC and CSM to Housing Chief			
Satisfaction Index / BSF	GC	HC	Difference
Overall	88.5	89.7	1.2
Property	85.6	86.0	0.4
Service	90.3	91.7	1.4
Readiness to Solve Problems	89.0	94.3	5.3
Responsiveness & Follow-Through	90.5	93.1	2.6
Property Appearance & Condition	84.7	85.1	0.4
Quality of Management Services	88.9	94.5	5.6
Quality of Leasing Services	95.3	97.6	2.3
Quality of Maintenance Services	95.6	87.7	7.9
Property Rating	86.2	86.5	0.3
Relationship Rating	87.2	92.2	5.0
Renewal Intention	88.1	85.1	3.0

Score Ratings

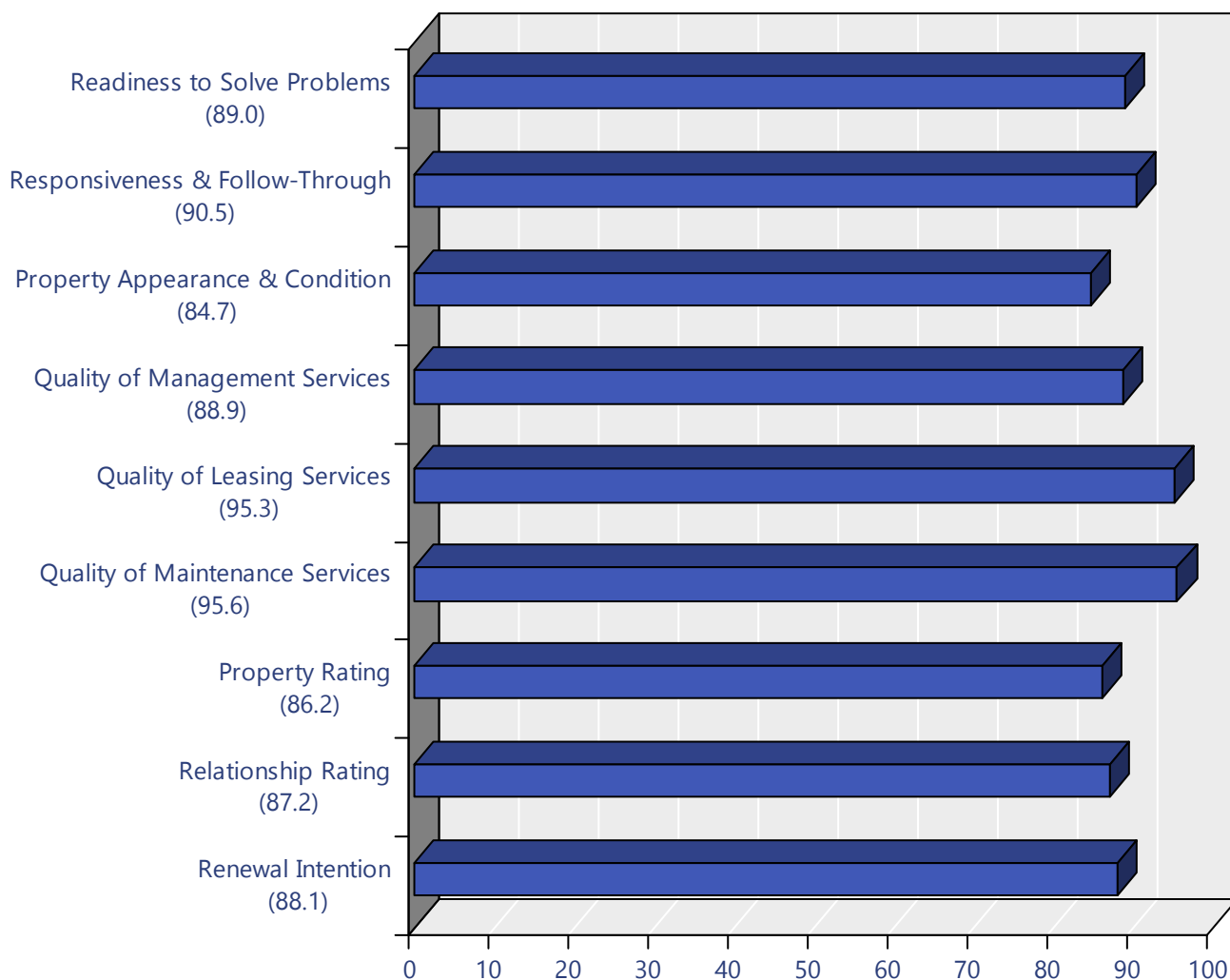
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

GC, DGC and CSM Results Summary

Overall Score and Response Details

Overall Score	88.5
Surveys Distributed	373
Surveys Received	147
Response Rate	39.4%

Current Scores by Business Success Factor



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

2022 Tenant Satisfaction Survey

Army Family Housing ARMY FH OVERALL: OWNED & LEASED

GC, DGC and CSM Results By Question

1. With regard to the appearance and condition of the housing community, how satisfied are you with:	Curr. Score	5	4	3	2	1	0
a. Visual appeal of the community	91.6	71% 105	14% 21	14% 20	0% 0	0% 0	1% 1
b. Overall condition of the community	90.1	67% 98	19% 28	11% 16	3% 4	0% 0	1% 1
c. Landscaping	85.1	37% 54	51% 75	12% 17	0% 0	0% 0	1% 1
d. Recreation areas	76.7	33% 49	19% 28	44% 65	3% 4	0% 0	1% 1
e. Condition of roads, parking areas, sidewalks and common areas	80.0	24% 35	56% 83	16% 23	2% 3	1% 2	1% 1
2. How would you evaluate the property management/housing office team with regard to the following:	Curr. Score	5	4	3	2	1	0
a. Ease of contacting when questions or problems arise	86.5	43% 63	10% 14	4% 6	9% 13	0% 0	35% 51
b. Follow-up after problems are reported to be sure that they have been resolved	91.5	44% 64	18% 26	2% 3	2% 3	0% 0	35% 51
c. Courtesy and respect with which Residents are treated	87.5	46% 67	5% 7	9% 13	6% 9	0% 0	35% 51
d. Ability to do what is required to keep Residents satisfied	83.1	34% 50	18% 27	2% 3	11% 16	0% 0	35% 51
e. Frequency of contact and communications with Residents	90.6	36% 53	28% 41	1% 2	0% 0	0% 0	35% 51
f. Willingness to respond to Resident needs	92.9	44% 64	20% 30	1% 2	0% 0	0% 0	35% 51
g. Clarity of communication with you	90.0	33% 48	33% 48	0% 0	0% 0	0% 0	35% 51
h. Willingness to do what they say they will do	89.2	34% 50	27% 40	4% 6	0% 0	0% 0	35% 51
i. Policies and procedures of the community	89.2	32% 47	31% 46	2% 3	0% 0	0% 0	35% 51
j. Overall level and quality of service you are receiving	88.5	32% 47	29% 43	4% 6	0% 0	0% 0	35% 51
3. With regard to the maintenance service team, how satisfied are you with:	Curr. Score	5	4	3	2	1	0
a. Responsiveness of maintenance personnel	96.9	50% 73	5% 7	2% 3	0% 0	0% 0	44% 64
b. Problem resolution	94.5	45% 66	10% 14	0% 0	2% 3	0% 0	44% 64
c. Courtesy of maintenance personnel	94.9	46% 68	8% 12	0% 0	2% 3	0% 0	44% 64
d. Quality of maintenance work	96.9	48% 70	9% 13	0% 0	0% 0	0% 0	44% 64
e. Follow-up on maintenance requests to ensure satisfaction	94.7	46% 67	9% 13	0% 0	2% 3	0% 0	44% 64

Score Ratings

100.0 to 85.0 Outstanding
84.9 to 80.0 Very Good
79.9 to 75.0 Good
74.9 to 70.0 Average

69.9 to 65.0 Below Average
64.9 to 60.0 Poor
59.9 to 55.0 Very Poor
54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing ARMY FH OVERALL: OWNED & LEASED

GC, DGC and CSM Results By Question

4. How satisfied are you with each of the following features of the housing community:	Curr. Score	5	4	3	2	1	0
a. Safety	97.1	56% 82	10% 14	0% 0	0% 0	0% 0	35% 51
b. Security	98.5	61% 89	5% 7	0% 0	0% 0	0% 0	35% 51
c. Parking	90.0	49% 72	7% 10	3% 4	7% 10	0% 0	35% 51
d. Visitor parking	89.2	46% 68	10% 14	3% 4	7% 10	0% 0	35% 51
5. How satisfied do you perceive the Residents to be with the following characteristics of their homes:	Curr. Score	5	4	3	2	1	0
a. Overall condition of the home	83.0	22% 32	73% 107	3% 4	2% 3	0% 0	1% 1
b. Landscaping (immediate area around their home/building)	82.3	27% 39	59% 86	14% 20	1% 1	0% 0	1% 1
c. Appliances provided, if applicable	78.3	20% 29	54% 79	7% 10	10% 15	0% 0	10% 14
d. Overall move in condition	85.9	38% 56	58% 85	0% 0	1% 2	2% 3	1% 1
e. Pest control	81.2	24% 36	59% 87	13% 19	3% 4	0% 0	1% 1
f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, a...	84.5	26% 38	70% 103	3% 5	0% 0	0% 0	1% 1
6. How would you evaluate the leasing/assignment process:	Curr. Score	5	4	3	2	1	0
a. Ease of the leasing/assignment process	95.6	53% 78	10% 15	2% 3	0% 0	0% 0	35% 51
b. Professionalism with which Residents are treated by the leasing/housing office	94.1	52% 76	6% 9	0% 0	4% 6	0% 0	38% 56
c. Follow-up and continuing contact with Residents	95.6	55% 81	6% 9	4% 6	0% 0	0% 0	35% 51
d. Overall level and quality of the leasing/housing office	95.6	55% 81	6% 9	4% 6	0% 0	0% 0	35% 51
7. Please indicate how much you agree or disagree with each of the following statements:	Curr. Score	5	4	3	2	1	0
a. When the property management/housing office team promises to do something by a...	90.8	41% 60	19% 28	5% 8	0% 0	0% 0	35% 51
b. Overall Resident morale at this housing community is good	83.6	23% 34	73% 107	1% 2	2% 3	0% 0	1% 1
c. I would recommend this housing community to others assigned to this installati...	90.0	37% 54	24% 36	4% 6	0% 0	0% 0	35% 51
d. The property management team is doing all they can to make this housing commun...	90.6	38% 56	24% 35	3% 5	0% 0	0% 0	35% 51
e. The likelihood is good that residents extended at this installation will want ...	88.8	33% 48	31% 45	0% 0	2% 3	0% 0	35% 51

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

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

GC, DGC and CSM Results By Question

7. Please indicate how much you agree or disagree with each of the following statements:	Curr. Score	5	4	3	2	1	0
f. The likelihood is good that residents given the choice in the future will want...	85.6	34% 50	18% 26	12% 17	2% 3	0% 0	35% 51
8. Please indicate how much you agree or disagree with the following:	Curr. Score	5	4	3	2	1	0
a. I would recommend this housing community to others	90.4	36% 53	27% 40	2% 3	0% 0	0% 0	35% 51

Score Ratings

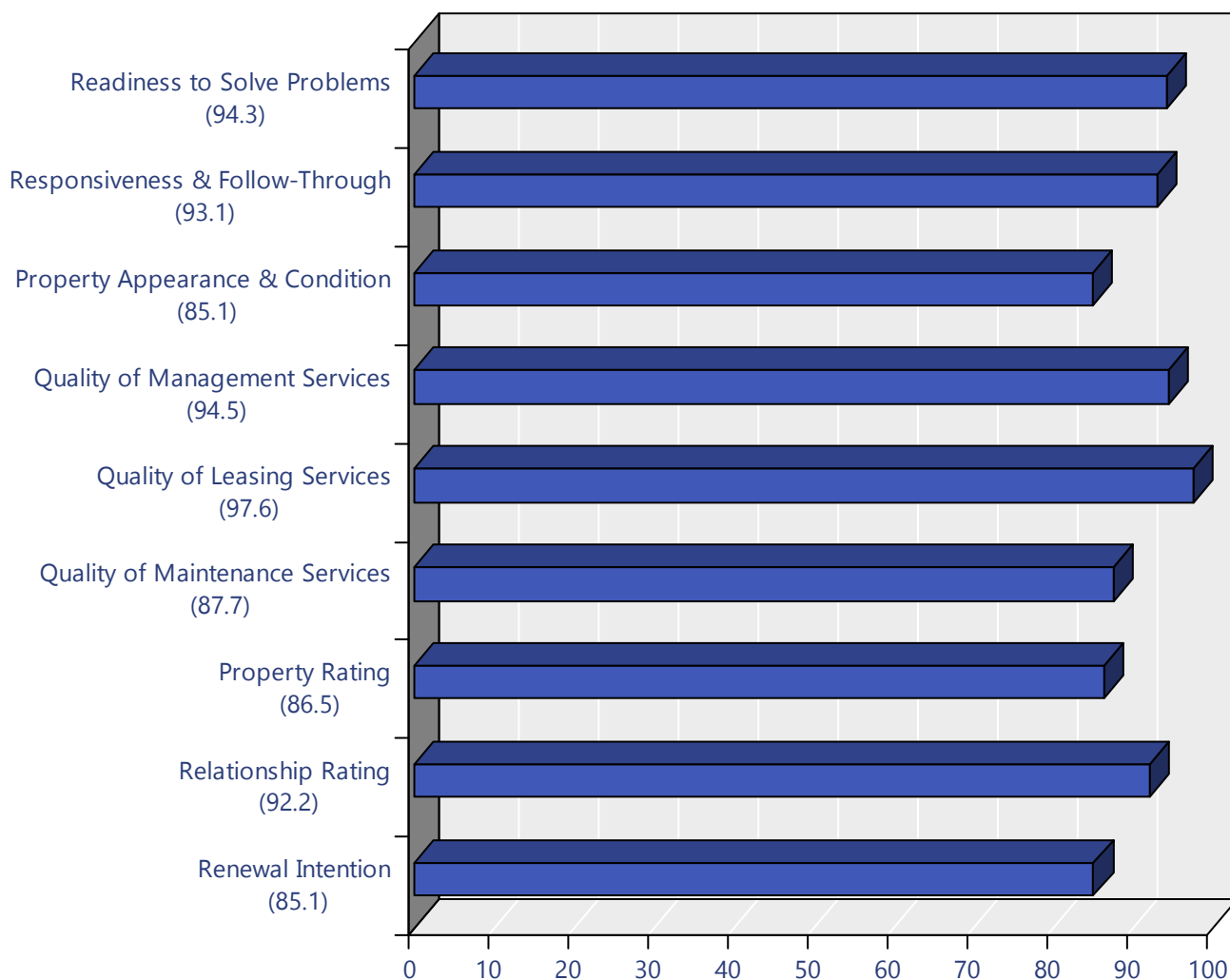
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

Housing Chief Results Summary

Overall Score and Response Details

Overall Score	89.7
Surveys Distributed	125
Surveys Received	42
Response Rate	33.6%

Current Scores by Business Success Factor



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

2022 Tenant Satisfaction Survey

Army Family Housing ARMY FH OVERALL: OWNED & LEASED

Housing Chief Results By Question

1. With regard to the appearance and condition of the housing community, how satisfied are you with:	Curr. Score	5	4	3	2	1	0
a. Visual appeal of the community	86.2	45% 19	45% 19	5% 2	5% 2	0% 0	0% 0
b. Overall condition of the community	86.2	43% 18	50% 21	2% 1	5% 2	0% 0	0% 0
c. Landscaping	82.9	36% 15	48% 20	7% 3	7% 3	0% 0	2% 1
d. Recreation areas	86.2	48% 20	29% 12	14% 6	2% 1	0% 0	7% 3
e. Condition of roads, parking areas, sidewalks and common areas	83.9	50% 21	26% 11	12% 5	10% 4	0% 0	2% 1
2. How would you evaluate yourself as a property manager with regard to:	Curr. Score	5	4	3	2	1	0
a. Ease of contacting when questions or problems arise	96.2	81% 34	19% 8	0% 0	0% 0	0% 0	0% 0
b. Follow-up after problems are reported to be sure that they have been resolved	92.9	69% 29	29% 12	0% 0	2% 1	0% 0	0% 0
c. Courtesy and respect with which you treat Residents	99.0	95% 40	5% 2	0% 0	0% 0	0% 0	0% 0
d. Ability to do what is required to keep Residents satisfied	87.1	45% 19	48% 20	5% 2	2% 1	0% 0	0% 0
e. Frequency of contact and communications with Residents	89.0	64% 27	17% 7	19% 8	0% 0	0% 0	0% 0
f. Willingness to respond to Resident needs	99.0	95% 40	5% 2	0% 0	0% 0	0% 0	0% 0
g. Clarity of communication with Residents	97.6	88% 37	12% 5	0% 0	0% 0	0% 0	0% 0
h. Willingness to do what you say you will do	94.8	79% 33	19% 8	0% 0	2% 1	0% 0	0% 0
i. Policies and procedures of the community	91.0	55% 23	45% 19	0% 0	0% 0	0% 0	0% 0
j. Overall level and quality of service you provide	98.1	90% 38	10% 4	0% 0	0% 0	0% 0	0% 0
3. With regard to the maintenance service team, how satisfied are you with:	Curr. Score	5	4	3	2	1	0
a. Responsiveness of maintenance personnel	87.1	52% 22	38% 16	2% 1	7% 3	0% 0	0% 0
b. Problem resolution	87.1	43% 18	52% 22	2% 1	2% 1	0% 0	0% 0
c. Courtesy of maintenance personnel	91.0	71% 30	19% 8	2% 1	7% 3	0% 0	0% 0
d. Quality of maintenance work	84.8	45% 19	43% 18	2% 1	10% 4	0% 0	0% 0
e. Follow-up on maintenance requests to ensure satisfaction	88.3	62% 26	24% 10	2% 1	10% 4	0% 0	2% 1

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

Housing Chief Results By Question

4. How satisfied are you with each of the following features of the housing community:	Curr. Score	5	4	3	2	1	0
a. Safety	92.4	62% 26	38% 16	0% 0	0% 0	0% 0	0% 0
b. Security	92.7	62% 26	36% 15	0% 0	0% 0	0% 0	2% 1
c. Parking	84.8	57% 24	26% 11	0% 0	17% 7	0% 0	0% 0
d. Visitor parking	81.0	52% 22	21% 9	5% 2	21% 9	0% 0	0% 0
5. How satisfied do you perceive the Residents to be with the following characteristics of their homes:	Curr. Score	5	4	3	2	1	0
a. Overall condition of the home	87.6	43% 18	52% 22	5% 2	0% 0	0% 0	0% 0
b. Landscaping (immediate area around their home/building)	81.0	43% 18	36% 15	5% 2	17% 7	0% 0	0% 0
c. Appliances provided, if applicable	82.4	52% 22	29% 12	0% 0	17% 7	2% 1	0% 0
d. Overall move in condition	89.5	48% 20	52% 22	0% 0	0% 0	0% 0	0% 0
e. Pest control	87.1	45% 19	48% 20	5% 2	2% 1	0% 0	0% 0
f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, a...	82.9	43% 18	43% 18	2% 1	10% 4	2% 1	0% 0
6. How would you evaluate the leasing/assignment process:	Curr. Score	5	4	3	2	1	0
a. Ease of the leasing/assignment process	98.6	93% 39	7% 3	0% 0	0% 0	0% 0	0% 0
b. Professionalism with which Residents are treated by the leasing/housing office	99.5	98% 41	2% 1	0% 0	0% 0	0% 0	0% 0
c. Follow-up and continuing contact with Residents	93.3	69% 29	29% 12	2% 1	0% 0	0% 0	0% 0
d. Overall level and quality of the leasing/housing office	99.0	88% 37	5% 2	0% 0	0% 0	0% 0	7% 3
7. Please indicate how much you agree or disagree with each of the following statements:	Curr. Score	5	4	3	2	1	0
a. When I promise to do something by a certain time, I do it	91.7	57% 24	40% 17	0% 0	0% 0	0% 0	2% 1
b. Overall Resident morale at this housing community is good	79.5	43% 18	31% 13	7% 3	19% 8	0% 0	0% 0
c. I would recommend this housing community to others assigned to this installati...	91.0	55% 23	45% 19	0% 0	0% 0	0% 0	0% 0
d. I am doing all I can to make this housing community appealing to Residents	96.2	83% 35	14% 6	2% 1	0% 0	0% 0	0% 0
e. The likelihood is good that residents extended at this installation will want ...	79.0	48% 20	24% 10	5% 2	24% 10	0% 0	0% 0

Score Ratings

100.0 to 85.0 Outstanding
84.9 to 80.0 Very Good
79.9 to 75.0 Good
74.9 to 70.0 Average

69.9 to 65.0 Below Average
64.9 to 60.0 Poor
59.9 to 55.0 Very Poor
54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL: OWNED & LEASED

Housing Chief Results By Question

7. Please indicate how much you agree or disagree with each of the following statements:	Curr. Score	5	4	3	2	1	0
f. The likelihood is good that residents given the choice in the future will want...	85.4	48% 20	29% 12	21% 9	0% 0	0% 0	2% 1
8. Please indicate how much you agree or disagree with the following:	Curr. Score	5	4	3	2	1	0
a. I would recommend this housing community to others	94.3	71% 30	29% 12	0% 0	0% 0	0% 0	0% 0

Score Ratings

100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

2022 Tenant Satisfaction Survey

Army Family Housing
ARMY FH OVERALL:OWNED & LEASED

CEL & Associates, Inc. A List Awards for Customer Service Excellence - Multifamily



Each year CEL & Associates, Inc. compiles customer satisfaction survey data from thousands of properties. Since 1998, the **A List Awards For Customer Service Excellence** have been awarded in recognition of achieving a "Best In The Industry" rating for providing the highest level and quality of service.

ARMY FH OVERALL:OWNED & LEASED has 4 Platinum A List Award winners and 18 A List Award winners, for a total of 22 Award winners out of 125 properties surveyed (17.6%).

Properties Receiving Platinum A List Award			
Multifamily criteria: Service Satisfaction Score of at least 92.1, and a Response Rate of at least 20%.			
Property Name		Service Score	Response Rate
1	Camp Zama,Zama E9-SNCO	94.8	26.1%
2	Camp Zama,Zama General's Hill	95.9	23.1%
3	Humphreys,Senior Leader	96.7	40.6%
4	McCoy,Government Owned	94.1	36.8%

Properties Receiving A List Award			
Multifamily criteria: Service Satisfaction Score of at least 85.0, and a Response Rate of at least 20%.			
Property Name		Service Score	Response Rate
1	Benelux,Lens	85.0	42.1%
2	Benelux,Mons-Area Leased & Owned	88.2	40.0%
3	Camp Shelby,Leased	90.8	25.0%
4	Camp Zama,Sagamihara 13000 Series	86.3	33.0%
5	Camp Zama,Sagamihara 1400 Series	90.4	23.2%
6	Camp Zama,Zama 1000 Range	91.9	50.0%
7	Camp Zama,Zama 900 Area	90.8	33.3%
8	Camp Zama,Zama Chapel Hill-Bed Rock	90.6	25.6%
9	Daegu,Camp Walker	88.1	40.0%
10	Dugway PG,Armitage-Colonel'sHill-Reneau-St Johns	86.9	65.0%
11	Humphreys,GFOQ	90.7	44.4%
12	Italy,Vicenza,Altavilla-Creazzo-Monteviale	85.6	31.8%
13	Italy,Vicenza,Grumolo	88.1	28.6%
14	Miami,Leased	88.9	50.0%
15	Myer-HH,Fort McNair	89.5	53.8%
16	Myer-HH,Fort Myer	88.5	56.1%
17	Rock Island Arsenal,Deer Crossing	90.7	25.0%
18	Rock Island Arsenal,Eagle Point	88.4	55.9%

The REACT Tenant Satisfaction & Opinion Survey Process

CEL & Associates, Inc. ("CEL") developed the REACT Tenant Satisfaction & Opinion Survey Process as a means of assisting real estate organizations to become Best In Class enterprises. To create REACT, CEL worked with Opinion Survey Specialists, Statisticians, Property Management Firms, Property Managers¹, Building Owners, Research Analysts, Tenants¹ and others. Just as you strive to continually improve your asset and financial performance, CEL continually reviews and refines REACT to ensure the most relevant and current industry knowledge is conveyed.

The components of the REACT process are:

- ◆ A statistically valid, reliable and accurate survey;
- ◆ A reporting package that quantifies the survey results and provides information necessary for improvement decisions;
- ◆ A review of findings and assistance in developing an Action Plan for the future by uniquely trained CEL personnel.

Unique features of the REACT Tenant Satisfaction & Opinion Survey Process include:

- ◆ Measuring satisfaction with the property and services, and assessing the likelihood of lease renewal from the perspective of the three major stakeholders: Tenants, Housing Chiefs, and GC, DGC and CSMs.
- ◆ Ascertaining and quantifying the similarities and differences in the perceptions of these Stakeholders to enable effective management of expectations.
- ◆ Summarizing satisfaction via three Satisfaction Index scores and nine Business Success Factor scores to allow for quick determination of the firm's relative strengths and weaknesses. Satisfaction Indexes and Business Success Factors provide consistent metrics that can be used in performance evaluations and/or incentive awards.
- ◆ Evaluating performance scores over time.
- ◆ Determining how current scores compare to the scores of "Best In Class" firms.
- ◆ Identifying specific, detailed areas in need of attention and assisting in the development of an Action Plan for improvement.
- ◆ Allowing for survey customization to add company-specific, importance and/or demographic questions.
- ◆ Providing performance evaluation and feedback in a prompt and cost-efficient manner.

¹References to the Property Manager throughout this report include all members of the Manager's team who provide such services under the direction of that Property Manager. Tenants are also referred to as "Customers."

Survey Methodology

CEL & Associates, Inc. worked closely with Army Family Housing to create a survey process that maximizes the potential for a significant response rate and meaningful results.

The Survey

The survey instrument for Army Family Housing included one survey instrument containing 48 standard REACT questions. Question response choices conform to a five-point Likert psychometric response scale, the most widely used scale in survey research. The five-point scale provides each respondent with a middle choice, indicating they are neither satisfied nor dissatisfied with the item being evaluated. A sixth "Not Applicable/No Opinion" option accommodates those questions not relevant to the respondent.

The Survey Process

Survey responses were collected via online surveys. CEL provided 9,324 surveys to the properties in **ARMY FH OVERALL:OWNED & LEASED** in January 2022. The data collection period was closed March 07, 2022. CEL received 2,348 valid Tenant surveys, resulting in a response rate of 25.2%. In addition, 373 GC, DGC and CSM surveys were distributed and 147 (39.4%) were received; 125 Housing Chief surveys were distributed and 42 (33.6%) were received. Comments from Tenant surveys were provided to Army Family Housing.

Scoring

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 GC, DGC and CSM 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. Tenants are likely to be aware of competitive properties that provide a better product or service.
- ◆ **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.

Appendix

- ◆ **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 investments must immediately be made to improve all areas with scores below 60.

CEL & Associates, Inc. Rating Scale:

Range	Rating
100 - 85	Outstanding
84 - 80	Very Good
79 - 75	Good
74 - 70	Average
69 - 65	Below Average
64 - 60	Poor
59 - 55	Very Poor
54 - 0	Crisis

Action Plan and Goal Setting

The Action Plans for the Installations and properties in this portfolio were provided in separate Microsoft Word files for your convenience. In addition to your Action Plan documents, you will receive guidance as to how to use the individual property reports, Installation-level reports, and this portfolio report to complete the Plans.

Creating a specific Action Plan with goals, clearly spelled out responsibilities, anticipated expenditures and completion dates is the most direct way to use your survey results to improve performance for the next cycle. CEL & Associates, Inc. is fully prepared to assist you further, whether it is providing additional analysis of survey results, consulting with your management team, or providing customer service training. We look forward to helping you assess the success of these efforts, and to plan new directions for improvement with each survey process.

Thank you for choosing CEL & Associates, Inc.'s REACT Tenant Satisfaction & Opinion Survey Process. Our passion lies in assisting our customers' development into Best In Class firms. We are a multi-faceted company with resources ready to assist you in this quest not just during your survey process, but throughout the year.



CEL & Associates, Inc.

Real Estate Strategies, Benchmarking & Performance Solutions

CEL & Associates, Inc.

12121 Wilshire Blvd., Suite 204

Los Angeles, CA 90025

310-571-3113

www.celassociates.com

cel@celassociates.com