

# Army Residential Communities Initiative (RCI) Housing



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

*Results for:*

RESIDENTIAL COMMUNITIES INITIATIVE (RCI)

FAMILY HOUSING (FH)

March 2022



**CEL & Associates, Inc.**

*Real Estate Strategies, Benchmarking & Performance Solutions*

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## Introduction

CEL & Associates, Inc. is pleased to present **Army Residential Communities Initiative (RCI) Family Housing (FH)** with the results of the R ACT Tenant Satisfaction survey process for **ARMY RCI: OVERALL-FH**. 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 RCI Housing  
ARMY RCI:OVERALL-FH

## Project Summary

Survey Period: January 2022 to March 2022

### Response Data:

Surveys Distributed:	78,924
Surveys Received:	23,561
Response Rate:	29.9%
Properties Surveyed:	381

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.

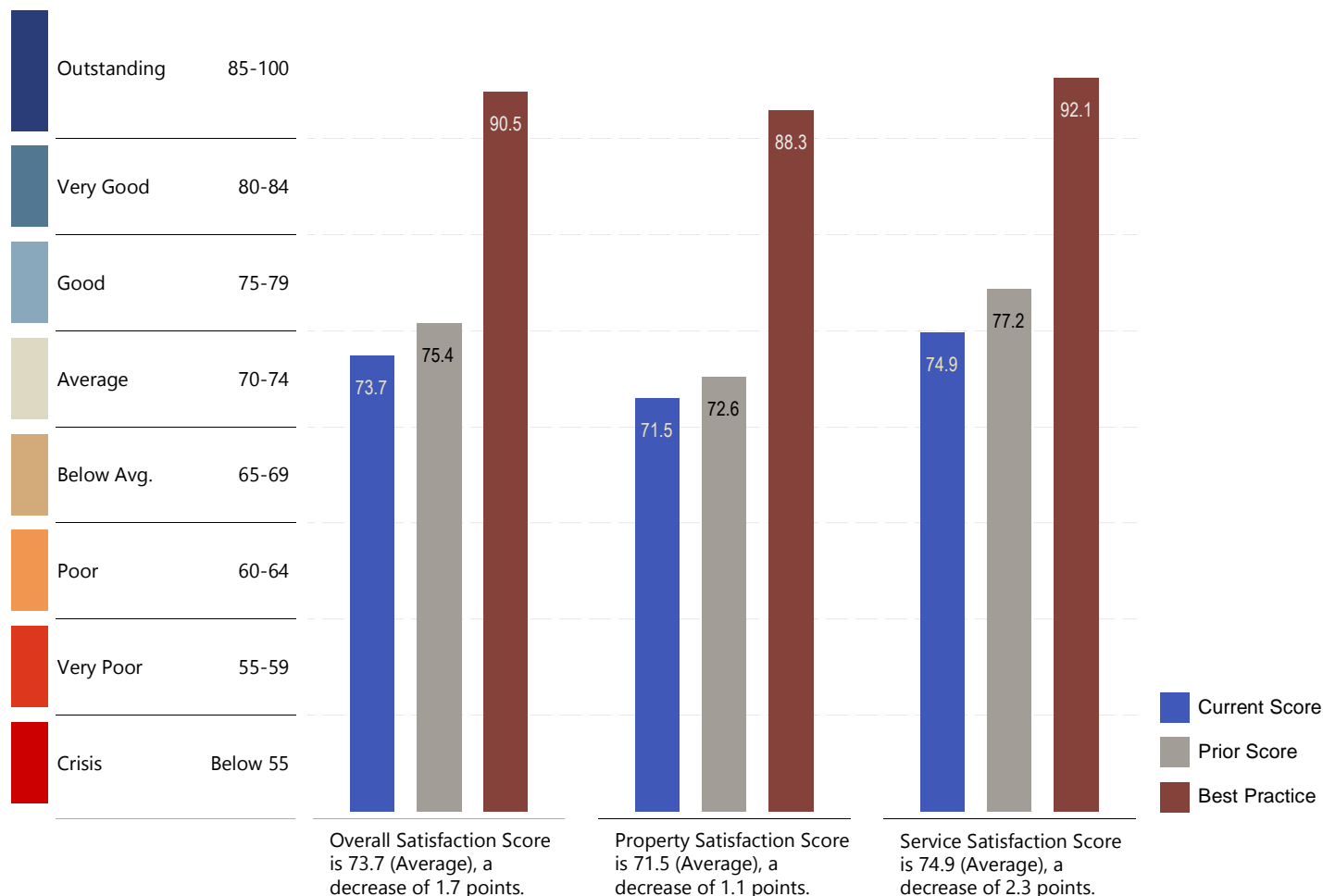
Sincerely,



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 RCI Housing  
ARMY RCI:OVERALL-FH

## 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	33	17	58	108	9%
Very Good	84 - 80	68	44	89	201	18%
Good	79 - 75	96	84	60	240	21%
Average	74 - 70	54	86	47	187	16%
Below Average	69 - 65	63	71	47	181	16%
Poor	64 - 60	26	38	31	95	8%
Very Poor	59 - 55	17	25	18	60	5%
Crisis	Below 55	24	16	31	71	6%
	Total	381	381	381	1143	

## 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	75.6 						 		
Responsiveness & Follow-Through	71.2 					 			
Property Appearance & Condition	70.4 					 			
Quality of Management Services	73.4 					 			
Quality of Leasing Services	80.6 							 	
Quality of Maintenance Services	78.2 						 		
Property Rating	72.1 					 			
Relationship Rating	74.1 					 			
Renewal Intention	69.6 					 			

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	70.4								
Property Rating	72.1								

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	75.6								
Responsiveness & Follow-Through	71.2								
Quality of Management Services	73.4								
Quality of Maintenance Services	78.2								
Relationship Rating	74.1								

# 2022 Tenant Satisfaction Survey

Army RCI Housing  
ARMY RCI:OVERALL-FH

## Portfolio Overview

### Summary for ARMY RCI:OVERALL-FH

Properties Surveyed	381		
Properties without Prior Scores	0	0.0%	
Properties with Increase in Overall Score	157	41.2%	
Properties with Decrease in Overall Score	219	57.5%	
Properties with No Change in Overall Score	5	1.3%	
Properties with No Tenant Surveys Received	0	0.0%	
	381	100.0%	
Properties Winning Platinum A List Awards	8	(2.1%)	
Properties Winning A List Awards	47	(12.3%)	
Total Awards	55	(14.4%)	
Properties with Alert Status*	176	(46.2%)	

### Installation Counts

Installations Surveyed	43		
Installations without Prior Scores	0	0.0%	
Installations with Increase in Overall Score	16	37.2%	
Installations with Decrease in Overall Score	26	60.5%	
Installations with No Change in Overall Score	1	2.3%	
Installations with No Tenant Surveys Received	0	0.0%	
	43	100.0%	
Installations with at least one property with Alert Status*	28	(65.1%)	

### 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
REDSTONE ARSENAL	88.4	84.4	90.4	331	173	52.3%	1	0	1
YUMA PROVING GROUND	87.7	83.7	90.0	185	80	43.2%	5	1	4
HUACHUCA	84.7	82.0	86.7	992	334	33.7%	12	1	9
GREELY	84.3	84.1	84.5	71	40	56.3%	1	0	0
CARLISLE BARRACKS	82.8	81.2	84.7	249	90	36.1%	7	1	3
DRUM	82.4	78.6	84.7	3,586	1,616	45.1%	7	0	2
WAINWRIGHT	82.0	78.7	84.0	1,824	525	28.8%	10	0	4
KNOX	81.8	78.2	83.7	2,242	749	33.4%	3	0	1
CAMP PARKS	81.7	74.9	85.7	114	61	53.5%	1	0	1
SAM HOUSTON	81.5	73.8	87.1	848	304	35.8%	8	1	6
DETRICK	80.9	77.9	82.9	327	119	36.4%	7	0	2

\*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 RCI Housing  
ARMY RCI:OVERALL-FH

## 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
MOFFETT FEDERAL AIRFIELD	80.9	77.1	83.5	306	150	49.0%	3	0	0
WHITE SANDS MISSILE RANGE	80.8	79.0	81.6	347	130	37.5%	5	0	1
ABERDEEN PROVING GROUND	80.5	78.1	81.7	726	397	54.7%	2	0	0
HAMILTON	80.3	80.0	80.8	201	91	45.3%	4	1	0
RUCKER	79.6	75.1	82.6	1,377	484	35.1%	3	0	1
RILEY	79.0	76.4	80.2	3,645	1,017	27.9%	5	0	0
PICATINNY ARSENAL	78.6	77.1	78.7	68	56	82.4%	4	0	1
LEE	78.2	73.6	81.3	1,355	433	32.0%	7	1	1
CAMPBELL	77.3	72.0	81.2	4,139	1,068	25.8%	25	8	6
MONTEREY	77.0	75.2	78.0	2,216	876	39.5%	13	2	0
HAWAII	76.6	72.6	79.4	6,963	1,526	21.9%	25	7	4
SILL	76.2	74.0	77.3	1,742	583	33.5%	2	0	0
HOOD	76.0	71.4	78.9	5,095	1,501	29.5%	17	6	2
WALTER REED NMMC	75.9	76.6	74.9	199	65	32.7%	1	0	0
POLK	75.6	69.2	80.0	3,094	739	23.9%	3	2	0
EUSTIS	75.4	72.4	77.5	820	251	30.6%	10	3	1
IRWIN	74.3	70.8	77.3	2,232	584	26.2%	14	6	1
LEAVENWORTH	73.9	74.3	73.2	1,481	621	41.9%	18	7	0
BENNING	72.3	71.6	72.0	3,370	1,063	31.5%	20	11	1
WEST POINT	71.7	72.5	70.9	749	317	42.3%	10	6	1
STORY	70.7	69.7	70.4	222	91	41.0%	4	2	1
MEADE	69.8	68.8	69.5	2,404	742	30.9%	6	6	0
BELVOIR	68.8	67.9	68.6	1,993	915	45.9%	15	9	0
LEONARD WOOD	68.2	67.0	68.8	1,698	426	25.1%	7	4	0
BRAGG	66.8	63.2	68.7	5,376	1,241	23.1%	10	9	0
HUNTER ARMY AIRFIELD	65.3	64.4	66.1	665	194	29.2%	5	5	0
LEWIS-MCCHORD	64.5	67.1	62.2	4,816	1,097	22.8%	22	21	0
BLISS	63.6	62.8	62.5	4,018	963	24.0%	17	16	0
GORDON	63.4	65.0	62.7	838	269	32.1%	6	6	1
STEWART	59.8	62.1	57.7	2,277	522	22.9%	11	9	0
JACKSON	59.4	63.5	57.2	757	240	31.7%	8	8	0
CARSON	55.7	58.3	52.9	2,966	818	27.6%	17	17	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.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**73.7**

**75.4**

**(1.7)**



### Property Satisfaction

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

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**71.5**

**72.6**

**(1.1)**



### 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.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**74.9**

**77.2**

**(2.3)**



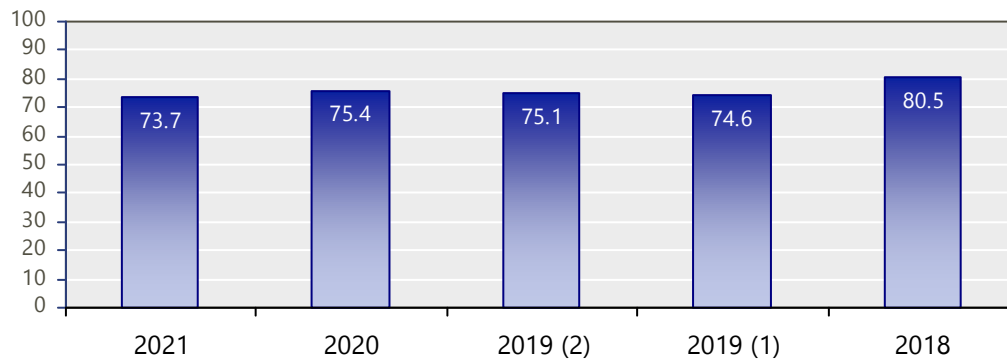
#### Score Ratings

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

### Overall Satisfaction Index



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	78,924	75,810	77,406	79,388	78,515
<i>Surveys Received</i>	23,561	22,022	19,054	23,431	30,241
<i>Response Rate</i>	29.9%	29.0%	24.6%	29.5%	38.5%
<i>Properties Surveyed</i>	381	383	380	381	383

### Portfolio Index Score 73.7

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
REDSTONE ARSENAL	88.4	85.3	3.1	14.7
YUMA PROVING GROUND	87.7	90.4	(2.7)	14.0
HUACHUCA	84.7	87.2	(2.5)	11.0
GREELY	84.3	92.0	(7.7)	10.6
CARLISLE BARRACKS	82.8	79.9	2.9	9.1
DRUM	82.4	83.4	(1.0)	8.7
WAINWRIGHT	82.0	80.8	1.2	8.3
KNOX	81.8	80.3	1.5	8.1
CAMP PARKS	81.7	78.8	2.9	8.0
SAM HOUSTON	81.5	80.9	0.6	7.8
DETRICK	80.9	81.0	(0.1)	7.2
MOFFETT FEDERAL AIRFIELD	80.9	75.0	5.9	7.2
WHITE SANDS MISSILE RANGE	80.8	83.2	(2.4)	7.1
ABERDEEN PROVING GROUND	80.5	81.2	(0.7)	6.8
HAMILTON	80.3	72.2	8.1	6.6

### 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

# 2022 Tenant Satisfaction Survey

Army RCI Housing  
ARMY RCI:OVERALL-FH

## Satisfaction Index Portfolio Score History and Scores By Installation

*Overall Satisfaction Index*

**Portfolio Index Score 73.7**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
RUCKER	79.6	82.2	(2.6)	5.9
RILEY	79.0	79.7	(0.7)	5.3
PICATINNY ARSENAL	78.6	68.0	10.6	4.9
LEE	78.2	77.5	0.7	4.5
CAMPBELL	77.3	78.1	(0.8)	3.6
MONTEREY	77.0	75.2	1.8	3.3
HAWAII	76.6	79.5	(2.9)	2.9
SILL	76.2	80.0	(3.8)	2.5
HOOD	76.0	71.2	4.8	2.3
WALTER REED NMMC	75.9	79.8	(3.9)	2.2
POLK	75.6	75.6	0.0	1.9
EUSTIS	75.4	78.3	(2.9)	1.7
IRWIN	74.3	72.9	1.4	0.6
LEAVENWORTH	73.9	73.5	0.4	0.2
BENNING	72.3	72.4	(0.1)	(1.4)
WEST POINT	71.7	73.0	(1.3)	(2.0)
STORY	70.7	72.5	(1.8)	(3.0)
MEADE	69.8	74.1	(4.3)	(3.9)
BELVOIR	68.8	65.9	2.9	(4.9)
LEONARD WOOD	68.2	73.7	(5.5)	(5.5)
BRAGG	66.8	66.2	0.6	(6.9)
HUNTER ARMY AIRFIELD	65.3	72.7	(7.4)	(8.4)
LEWIS-MCCHORD	64.5	71.7	(7.2)	(9.2)
BLISS	63.6	73.9	(10.3)	(10.1)
GORDON	63.4	74.6	(11.2)	(10.3)
STEWART	59.8	69.0	(9.2)	(13.9)
JACKSON	59.4	73.3	(13.9)	(14.3)
CARSON	55.7	63.4	(7.7)	(18.0)

### 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

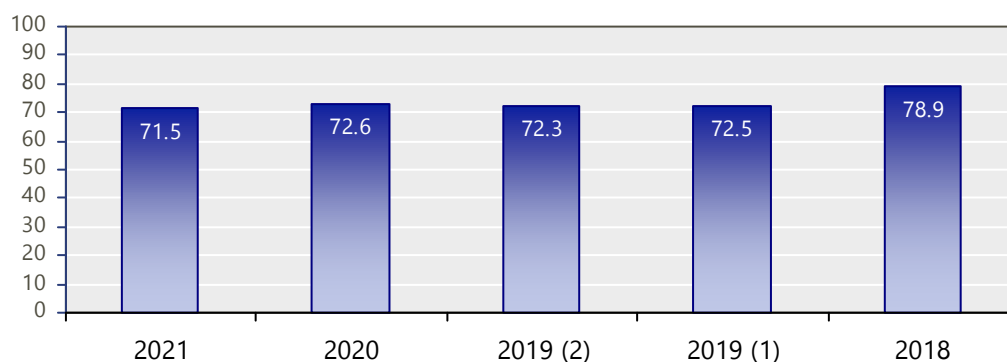
64.9 to 60.0 Poor

59.9 to 55.0 Very Poor

54.9 to 0.0 Crisis

## Satisfaction Index Portfolio Score History and Scores By Installation

Property Satisfaction Index



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	78,924	75,810	77,406	79,388	78,515
Surveys Received	23,561	22,022	19,054	23,431	30,241
Response Rate	29.9%	29.0%	24.6%	29.5%	38.5%
Properties Surveyed	381	383	380	381	383

### Portfolio Index Score 71.5

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
REDSTONE ARSENAL	84.4	82.6	1.8	12.9
GREELY	84.1	90.1	(6.0)	12.6
YUMA PROVING GROUND	83.7	86.9	(3.2)	12.2
HUACHUCA	82.0	83.6	(1.6)	10.5
CARLISLE BARRACKS	81.2	81.4	(0.2)	9.7
HAMILTON	80.0	74.5	5.5	8.5
WHITE SANDS MISSILE RANGE	79.0	82.1	(3.1)	7.5
WAINWRIGHT	78.7	78.4	0.3	7.2
DRUM	78.6	79.2	(0.6)	7.1
KNOX	78.2	76.3	1.9	6.7
ABERDEEN PROVING GROUND	78.1	78.8	(0.7)	6.6
DETRICK	77.9	82.3	(4.4)	6.4
PICATINNY ARSENAL	77.1	70.3	6.8	5.6
MOFFETT FEDERAL AIRFIELD	77.1	69.9	7.2	5.6
WALTER REED NMMC	76.6	79.1	(2.5)	5.1

### 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

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Army RCI Housing  
ARMY RCI:OVERALL-FH

## Satisfaction Index Portfolio Score History and Scores By Installation

### Property Satisfaction Index

**Portfolio Index Score 71.5**

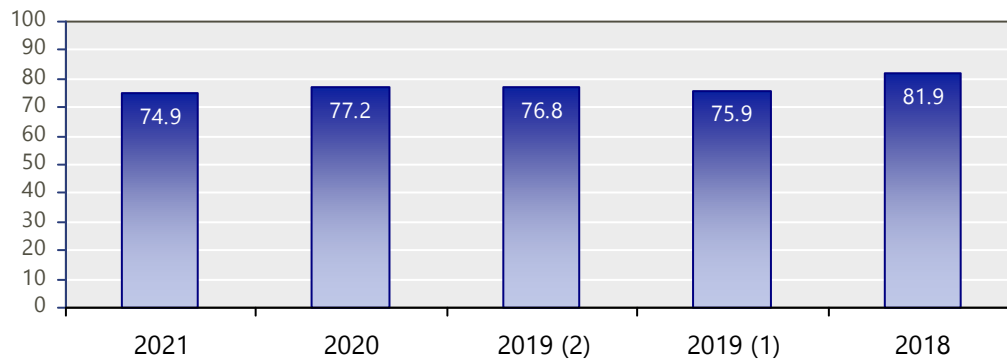
Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
RILEY	76.4	77.6	(1.2)	4.9
MONTEREY	75.2	74.3	0.9	3.7
RUCKER	75.1	77.1	(2.0)	3.6
CAMP PARKS	74.9	74.3	0.6	3.4
LEAVENWORTH	74.3	74.6	(0.3)	2.8
SILL	74.0	77.3	(3.3)	2.5
SAM HOUSTON	73.8	73.7	0.1	2.3
LEE	73.6	73.8	(0.2)	2.1
HAWAII	72.6	74.7	(2.1)	1.1
WEST POINT	72.5	71.8	0.7	1.0
EUSTIS	72.4	73.6	(1.2)	0.9
CAMPBELL	72.0	73.6	(1.6)	0.5
BENNING	71.6	70.9	0.7	0.1
HOOD	71.4	67.4	4.0	(0.1)
IRWIN	70.8	68.5	2.3	(0.7)
STORY	69.7	70.1	(0.4)	(1.8)
POLK	69.2	70.2	(1.0)	(2.3)
MEADE	68.8	71.9	(3.1)	(2.7)
BELVOIR	67.9	65.3	2.6	(3.6)
LEWIS-MCCHORD	67.1	72.7	(5.6)	(4.4)
LEONARD WOOD	67.0	70.7	(3.7)	(4.5)
GORDON	65.0	73.1	(8.1)	(6.5)
HUNTER ARMY AIRFIELD	64.4	69.4	(5.0)	(7.1)
JACKSON	63.5	72.9	(9.4)	(8.0)
BRAGG	63.2	62.3	0.9	(8.3)
BLISS	62.8	71.5	(8.7)	(8.7)
STEWART	62.1	66.4	(4.3)	(9.4)
CARSON	58.3	64.9	(6.6)	(13.2)

### 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

## Satisfaction Index Portfolio Score History and Scores By Installation

### Service Satisfaction Index



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	78,924	75,810	77,406	79,388	78,515
Surveys Received	23,561	22,022	19,054	23,431	30,241
Response Rate	29.9%	29.0%	24.6%	29.5%	38.5%
Properties Surveyed	381	383	380	381	383

### Portfolio Index Score 74.9

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
REDSTONE ARSENAL	90.4	86.7	3.7	15.5
YUMA PROVING GROUND	90.0	92.2	(2.2)	15.1
SAM HOUSTON	87.1	85.8	1.3	12.2
HUACHUCA	86.7	89.7	(3.0)	11.8
CAMP PARKS	85.7	81.8	3.9	10.8
CARLISLE BARRACKS	84.7	81.0	3.7	9.8
DRUM	84.7	86.0	(1.3)	9.8
GREELY	84.5	93.6	(9.1)	9.6
WAINWRIGHT	84.0	82.5	1.5	9.1
KNOX	83.7	82.8	0.9	8.8
MOFFETT FEDERAL AIRFIELD	83.5	78.7	4.8	8.6
DETRICK	82.9	80.0	2.9	8.0
RUCKER	82.6	85.6	(3.0)	7.7
ABERDEEN PROVING GROUND	81.7	82.5	(0.8)	6.8
WHITE SANDS MISSILE RANGE	81.6	83.2	(1.6)	6.7

### Score Ratings

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

# 2022 Tenant Satisfaction Survey

Army RCI Housing  
ARMY RCI:OVERALL-FH

## Satisfaction Index Portfolio Score History and Scores By Installation

*Service Satisfaction Index*

**Portfolio Index Score 74.9**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
LEE	81.3	80.2	1.1	6.4
CAMPBELL	81.2	81.2	0.0	6.3
HAMILTON	80.8	70.6	10.2	5.9
RILEY	80.2	80.6	(0.4)	5.3
POLK	80.0	79.1	0.9	5.1
HAWAII	79.4	82.5	(3.1)	4.5
HOOD	78.9	73.5	5.4	4.0
PICATINNY ARSENAL	78.7	64.4	14.3	3.8
MONTEREY	78.0	76.0	2.0	3.1
EUSTIS	77.5	81.6	(4.1)	2.6
IRWIN	77.3	76.5	0.8	2.4
SILL	77.3	81.6	(4.3)	2.4
WALTER REED NMMC	74.9	80.4	(5.5)	0.0
LEAVENWORTH	73.2	71.6	1.6	(1.7)
BENNING	72.0	72.7	(0.7)	(2.9)
WEST POINT	70.9	74.8	(3.9)	(4.0)
STORY	70.4	74.0	(3.6)	(4.5)
MEADE	69.5	74.4	(4.9)	(5.4)
LEONARD WOOD	68.8	76.3	(7.5)	(6.1)
BRAGG	68.7	68.3	0.4	(6.2)
BELVOIR	68.6	65.6	3.0	(6.3)
HUNTER ARMY AIRFIELD	66.1	75.5	(9.4)	(8.8)
GORDON	62.7	76.8	(14.1)	(12.2)
BLISS	62.5	75.0	(12.5)	(12.4)
LEWIS-MCCHORD	62.2	71.3	(9.1)	(12.7)
STEWART	57.7	71.7	(14.0)	(17.2)
JACKSON	57.2	74.5	(17.3)	(17.7)
CARSON	52.9	62.3	(9.4)	(22.0)

### 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 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:

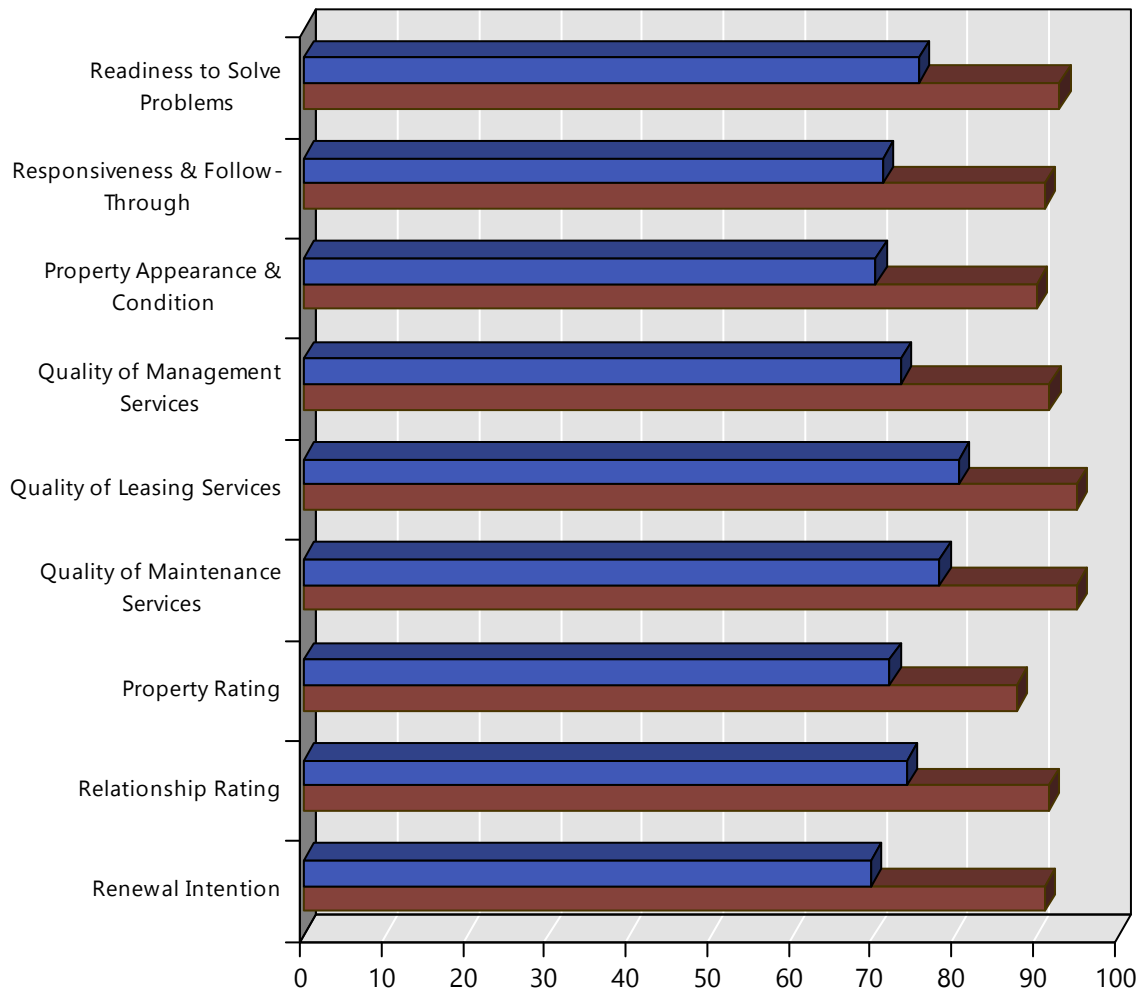
- ◆ A one-page Business Success Factor Score (BSF) Summary indicating the Current and Best Practice Scores.
- ◆ Current and Prior Results for each Business Success Factor.
- ◆ A section for each Business Success Factor, which includes:
  - A description of the Business Success Factor;
  - Five surveys' 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	75.6	92.9	(17.3)
Responsiveness & Follow-Through	71.2	91.0	(19.8)
Property Appearance & Condition	70.4	90.0	(19.6)
Quality of Management Services	73.4	91.7	(18.3)
Quality of Leasing Services	80.6	95.0	(14.4)
Quality of Maintenance Services	78.2	95.1	(16.9)
Property Rating	72.1	87.7	(15.6)
Relationship Rating	74.1	91.6	(17.5)
Renewal Intention	69.6	91.1	(21.5)

### Score Ratings

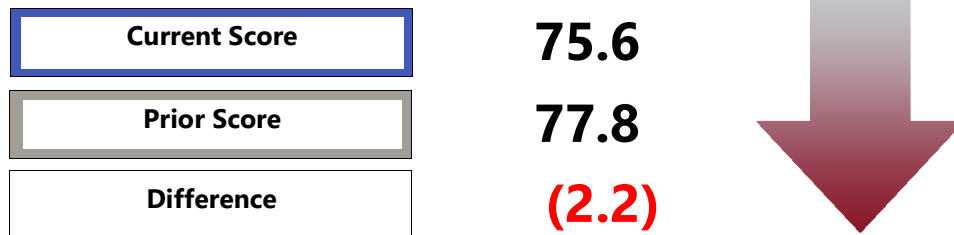
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis



## Tenant Business Success Factors

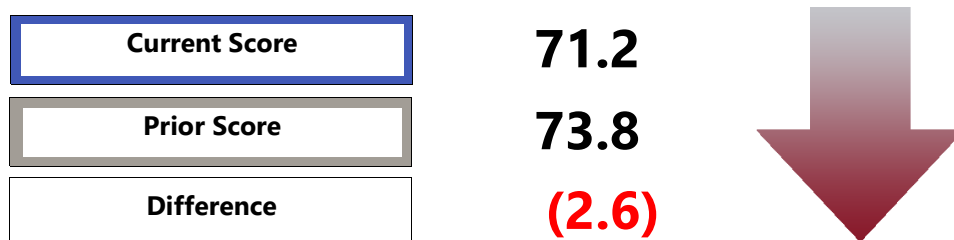
### Readiness to Solve Problems

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.



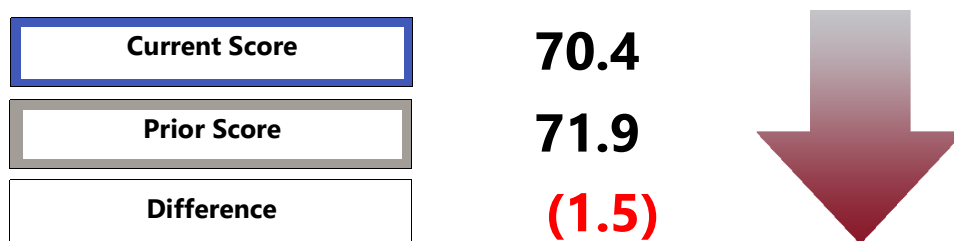
### Responsiveness & Follow-Through

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.



### 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.



#### 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

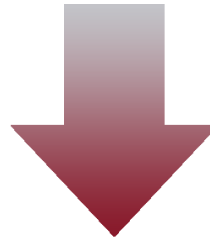
The questions in this Business Success Factor assess the perceived quality of services being rendered by the on-site management team and the property management company. This Success Factor is included in the Service Index and Overall Score.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**73.4**

**75.5**

**(2.1)**



### Quality of Leasing Services

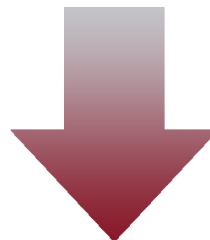
The questions in this Business Success Factor pertain to the leasing process - the quality of the services rendered and the effectiveness of the process. This Success Factor is only included in the Overall Score and is not found in any other Index.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**80.6**

**82.5**

**(1.9)**



### Quality of Maintenance Services

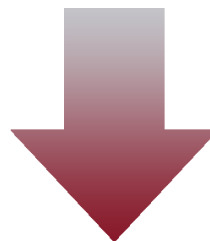
The questions in this Business Success Factor rate the maintenance services including responsiveness and follow-through, overall level of service provided and relationship with the maintenance personnel. This Success Factor is found in the Service Index and Overall Score.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**78.2**

**80.6**

**(2.4)**



#### 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

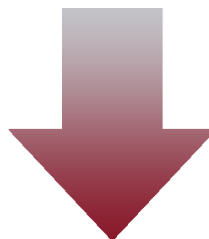
The questions in this Business Success Factor assess the property's features, characteristics, and amenities. This Success Factor is found in the Property Index and Overall Score.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**72.1**

**73.0**

**(0.9)**



### Relationship Rating

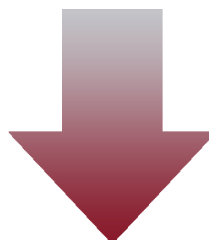
The questions in this Business Success Factor measure the relationship between the Property Manager and the Tenant. This Success Factor is found in the Service Index and Overall Score.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**74.1**

**76.0**

**(1.9)**



### Renewal Intention

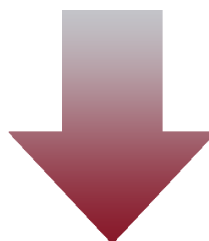
The questions in this Business Success Factor evaluate the likelihood of Tenants renewing their leases. This Success Factor is found in the Overall Score.

<b>Current Score</b>
<b>Prior Score</b>
<b>Difference</b>

**69.6**

**70.8**

**(1.2)**



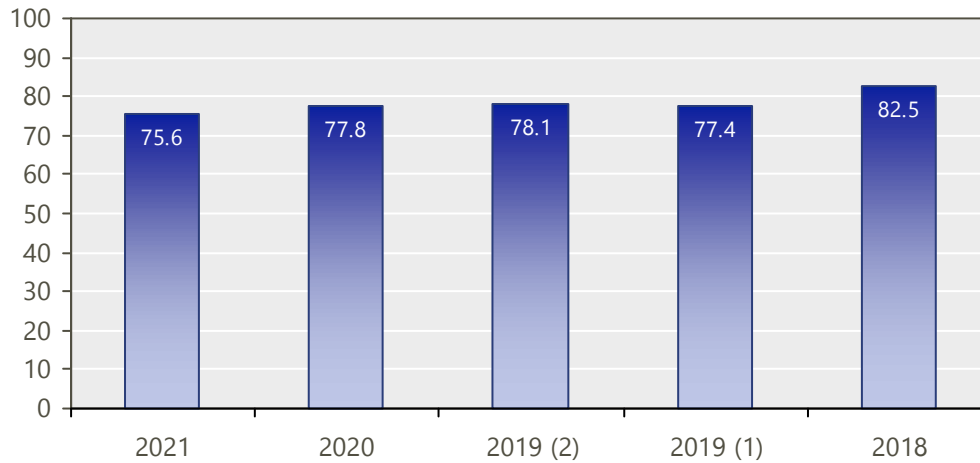
#### Score Ratings

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

*Readiness to Solve Problems*

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	78,924	75,810	77,406	79,388	78,515
<i>Surveys Received</i>	23,561	22,022	19,054	23,431	30,241
<i>Response Rate</i>	29.9%	29.0%	24.6%	29.5%	38.5%
<i>Properties Surveyed</i>	381	383	380	381	383

**Portfolio Factor Score 75.6**

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
REDSTONE ARSENAL	93.3	89.8	3.5	17.7
YUMA PROVING GROUND	91.6	92.9	(1.3)	16.0
HUACHUCA	88.4	90.9	(2.5)	12.8
SAM HOUSTON	88.2	87.9	0.3	12.6
CAMP PARKS	87.4	78.2	9.2	11.8
DRUM	86.6	87.6	(1.0)	11.0
KNOX	85.1	83.2	1.9	9.5
WAINWRIGHT	84.1	82.5	1.6	8.5
RUCKER	84.1	86.9	(2.8)	8.5
CARLISLE BARRACKS	84.0	80.4	3.6	8.4
DETRICK	83.2	78.6	4.6	7.6

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

### Readiness to Solve Problems

**Portfolio Factor Score 75.6**

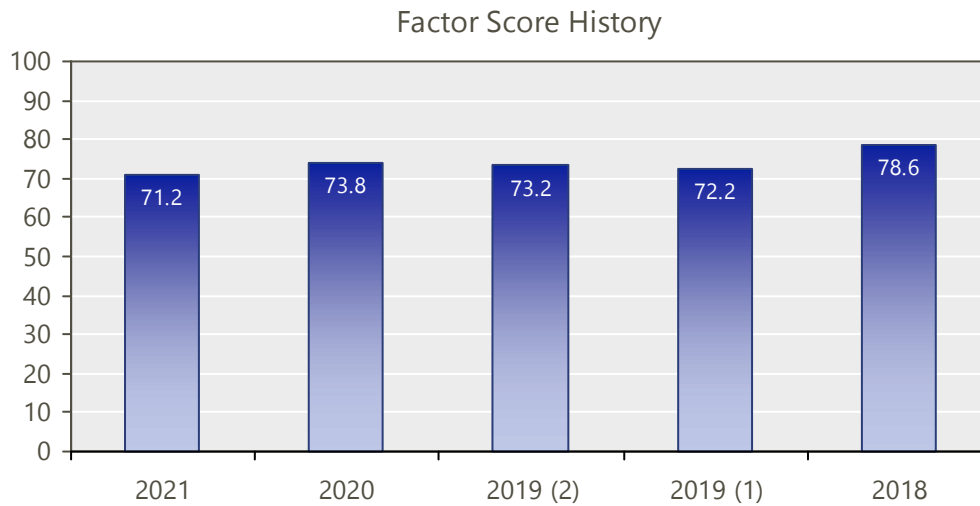
Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
ABERDEEN PROVING GROUND	83.0	83.2	(0.2)	7.4
MOFFETT FEDERAL AIRFIELD	82.8	79.2	3.6	7.2
GREELY	82.2	91.5	(9.3)	6.6
POLK	82.0	80.3	1.7	6.4
LEE	82.0	80.5	1.5	6.4
PICATINNY ARSENAL	81.4	72.8	8.6	5.8
CAMPBELL	81.4	82.0	(0.6)	5.8
HAMILTON	80.3	71.1	9.2	4.7
RILEY	80.2	80.2	0.0	4.6
HAWAII	79.4	82.9	(3.5)	3.8
HOOD	79.1	73.3	5.8	3.5
EUSTIS	79.0	83.2	(4.2)	3.4
WALTER REED NMMC	78.6	83.0	(4.4)	3.0
WHITE SANDS MISSILE RANGE	78.5	80.3	(1.8)	2.9
IRWIN	78.5	76.7	1.8	2.9
SILL	77.8	82.3	(4.5)	2.2
MONTEREY	77.0	74.4	2.6	1.4
BENNING	75.5	75.8	(0.3)	(0.1)
LEAVENWORTH	74.7	74.2	0.5	(0.9)
STORY	71.8	76.7	(4.9)	(3.8)
WEST POINT	71.7	75.0	(3.3)	(3.9)
MEADE	71.6	76.7	(5.1)	(4.0)
BELVOIR	71.1	66.3	4.8	(4.5)
BRAGG	69.8	69.7	0.1	(5.8)
LEONARD WOOD	69.2	77.4	(8.2)	(6.4)
HUNTER ARMY AIRFIELD	64.1	75.5	(11.4)	(11.5)
BLISS	63.5	75.2	(11.7)	(12.1)
GORDON	61.1	77.5	(16.4)	(14.5)
LEWIS-MCCHORD	60.2	71.0	(10.8)	(15.4)
STEWART	56.9	72.5	(15.6)	(18.7)
JACKSON	55.7	73.4	(17.7)	(19.9)
CARSON	51.9	59.5	(7.6)	(23.7)

#### Score Ratings

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

## Business Success Factor Portfolio Score History and Scores By Installation

### Responsiveness & Follow-Through



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	78,924	75,810	77,406	79,388	78,515
Surveys Received	23,561	22,022	19,054	23,431	30,241
Response Rate	29.9%	29.0%	24.6%	29.5%	38.5%
Properties Surveyed	381	383	380	381	383

### Portfolio Factor Score 71.2

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
REDSTONE ARSENAL	89.5	84.9	4.6	18.3
YUMA PROVING GROUND	87.6	90.2	(2.6)	16.4
SAM HOUSTON	86.5	84.4	2.1	15.3
HUACHUCA	84.7	88.6	(3.9)	13.5
DRUM	83.4	84.7	(1.3)	12.2
CAMP PARKS	82.8	78.7	4.1	11.6
GREELY	81.9	91.9	(10.0)	10.7
CARLISLE BARRACKS	81.4	75.3	6.1	10.2
WAINWRIGHT	81.2	80.3	0.9	10.0
KNOX	80.9	79.5	1.4	9.7

### Score Ratings

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

# 2022 Tenant Satisfaction Survey

Army RCI Housing  
ARMY RCI:OVERALL-FH

## Business Success Factor Portfolio Score History and Scores By Installation

### Responsiveness & Follow-Through

**Portfolio Factor Score 71.2**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
RUCKER	79.7	83.2	(3.5)	8.5
LEE	79.4	78.3	1.1	8.2
DETRICK	79.4	77.1	2.3	8.2
WHITE SANDS MISSILE RANGE	79.3	80.3	(1.0)	8.1
MOFFETT FEDERAL AIRFIELD	79.2	75.0	4.2	8.0
ABERDEEN PROVING GROUND	79.1	79.5	(0.4)	7.9
CAMPBELL	78.2	78.7	(0.5)	7.0
POLK	77.3	76.2	1.1	6.1
RILEY	77.1	77.1	0.0	5.9
HAWAII	76.3	80.4	(4.1)	5.1
HAMILTON	76.3	65.1	11.2	5.1
PICATINNY ARSENAL	75.4	63.0	12.4	4.2
HOOD	75.4	69.6	5.8	4.2
EUSTIS	74.7	79.5	(4.8)	3.5
IRWIN	74.6	73.8	0.8	3.4
MONTEREY	73.4	71.0	2.4	2.2
SILL	73.2	78.9	(5.7)	2.0
WALTER REED NMMC	70.5	77.4	(6.9)	(0.7)
LEAVENWORTH	68.6	65.2	3.4	(2.6)
BENNING	67.7	68.9	(1.2)	(3.5)
WEST POINT	66.5	69.0	(2.5)	(4.7)
MEADE	65.3	70.3	(5.0)	(5.9)
STORY	64.5	69.3	(4.8)	(6.7)
LEONARD WOOD	64.2	73.4	(9.2)	(7.0)
BRAGG	63.9	63.7	0.2	(7.3)
BELVOIR	61.9	60.2	1.7	(9.3)
HUNTER ARMY AIRFIELD	60.8	70.0	(9.2)	(10.4)
GORDON	58.3	72.4	(14.1)	(12.9)
BLISS	57.6	71.2	(13.6)	(13.6)
LEWIS-MCCHORD	56.2	66.9	(10.7)	(15.0)
STEWART	53.7	68.2	(14.5)	(17.5)
JACKSON	50.2	71.6	(21.4)	(21.0)
CARSON	46.8	57.9	(11.1)	(24.4)

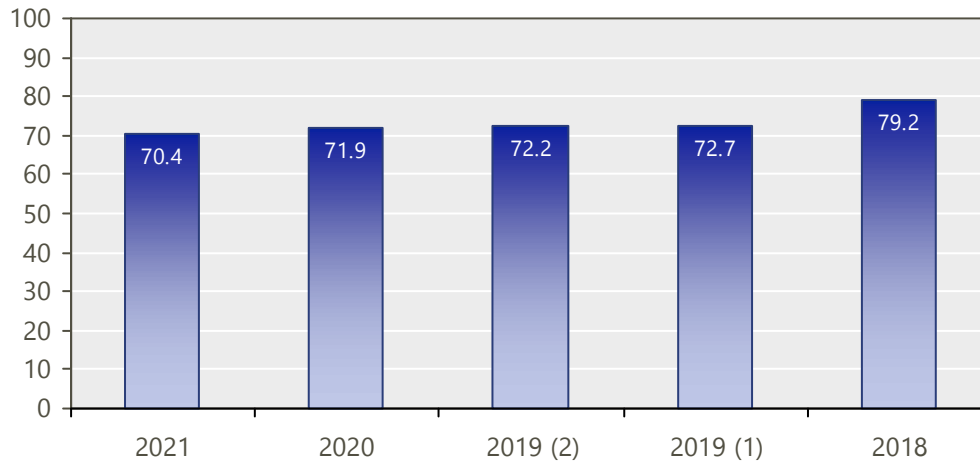
#### Score Ratings

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

*Property Appearance & Condition*

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	78,924	75,810	77,406	79,388	78,515
<i>Surveys Received</i>	23,561	22,022	19,054	23,431	30,241
<i>Response Rate</i>	29.9%	29.0%	24.6%	29.5%	38.5%
<i>Properties Surveyed</i>	381	383	380	381	383

**Portfolio Factor Score 70.4**

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
GREELY	82.7	86.9	(4.2)	12.3
REDSTONE ARSENAL	82.4	81.8	0.6	12.0
YUMA PROVING GROUND	82.2	85.4	(3.2)	11.8
CARLISLE BARRACKS	82.0	85.6	(3.6)	11.6
HUACHUCA	80.4	82.7	(2.3)	10.0
DRUM	79.2	80.2	(1.0)	8.8
CAMP PARKS	78.7	76.1	2.6	8.3
WAINWRIGHT	78.3	79.8	(1.5)	7.9
DETRICK	78.1	83.2	(5.1)	7.7
MOFFETT FEDERAL AIRFIELD	77.1	66.0	11.1	6.7

**Score Ratings**

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



## Business Success Factor Portfolio Score History and Scores By Installation

### Property Appearance & Condition

**Portfolio Factor Score 70.4**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
HAMILTON	76.8	69.4	7.4	6.4
WHITE SANDS MISSILE RANGE	76.3	79.6	(3.3)	5.9
KNOX	76.2	74.1	2.1	5.8
PICATINNY ARSENAL	76.0	67.6	8.4	5.6
RILEY	76.0	77.9	(1.9)	5.6
ABERDEEN PROVING GROUND	75.8	76.1	(0.3)	5.4
MONTEREY	75.3	74.6	0.7	4.9
LEE	74.5	74.1	0.4	4.1
WALTER REED NMMC	74.3	80.4	(6.1)	3.9
HAWAII	73.5	76.6	(3.1)	3.1
RUCKER	73.5	75.4	(1.9)	3.1
SILL	72.5	75.9	(3.4)	2.1
LEAVENWORTH	72.4	72.4	0.0	2.0
CAMPBELL	71.6	72.6	(1.0)	1.2
EUSTIS	70.9	72.2	(1.3)	0.5
WEST POINT	70.4	68.8	1.6	0.0
BENNING	70.3	69.5	0.8	(0.1)
HOOD	69.9	66.7	3.2	(0.5)
SAM HOUSTON	69.6	70.7	(1.1)	(0.8)
IRWIN	69.4	66.5	2.9	(1.0)
BELVOIR	68.7	64.9	3.8	(1.7)
LEWIS-MCCHORD	68.6	74.8	(6.2)	(1.8)
STORY	68.2	66.7	1.5	(2.2)
POLK	66.6	66.8	(0.2)	(3.8)
MEADE	66.3	70.1	(3.8)	(4.1)
LEONARD WOOD	65.8	69.8	(4.0)	(4.6)
GORDON	63.0	72.1	(9.1)	(7.4)
JACKSON	62.5	73.7	(11.2)	(7.9)
HUNTER ARMY AIRFIELD	61.0	70.3	(9.3)	(9.4)
BLISS	59.9	71.2	(11.3)	(10.5)
BRAGG	59.4	58.7	0.7	(11.0)
STEWART	58.9	63.8	(4.9)	(11.5)
CARSON	56.7	63.7	(7.0)	(13.7)

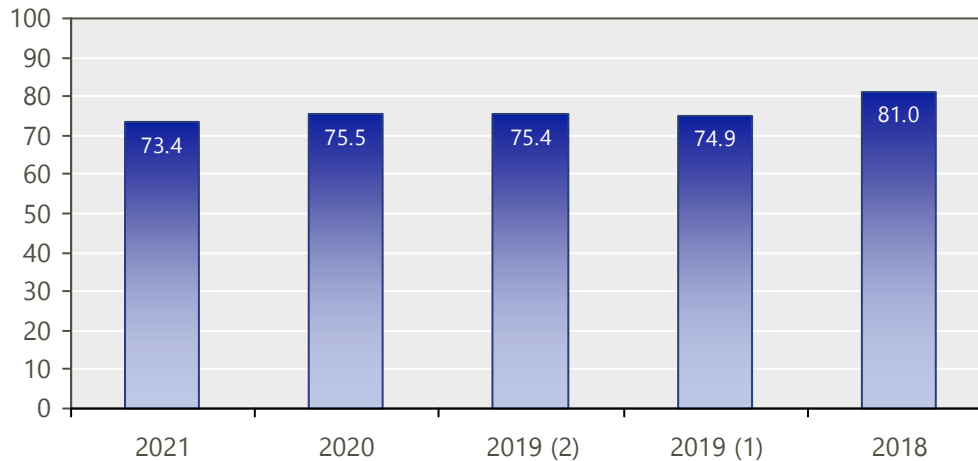
#### Score Ratings

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

## Business Success Factor Portfolio Score History and Scores By Installation

### Quality of Management Services

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	78,924	75,810	77,406	79,388	78,515
<i>Surveys Received</i>	23,561	22,022	19,054	23,431	30,241
<i>Response Rate</i>	29.9%	29.0%	24.6%	29.5%	38.5%
<i>Properties Surveyed</i>	381	383	380	381	383

### Portfolio Factor Score 73.4

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
YUMA PROVING GROUND	88.7	90.8	(2.1)	15.3
REDSTONE ARSENAL	88.1	85.5	2.6	14.7
HUACHUCA	85.1	88.6	(3.5)	11.7
SAM HOUSTON	84.7	83.1	1.6	11.3
DRUM	84.0	85.7	(1.7)	10.6
DETRICK	83.4	79.3	4.1	10.0
KNOX	82.2	80.9	1.3	8.8
RUCKER	81.5	84.2	(2.7)	8.1
WAINWRIGHT	81.4	79.3	2.1	8.0
CAMP PARKS	81.0	75.2	5.8	7.6
MOFFETT FEDERAL AIRFIELD	80.7	74.1	6.6	7.3

### 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 Management Services

**Portfolio Factor Score 73.4**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
ABERDEEN PROVING GROUND	80.4	82.0	(1.6)	7.0
CARLISLE BARRACKS	80.3	77.0	3.3	6.9
GREELY	79.5	93.4	(13.9)	6.1
PICATINNY ARSENAL	79.3	61.1	18.2	5.9
CAMPBELL	78.9	78.6	0.3	5.5
HAMILTON	78.9	68.4	10.5	5.5
RILEY	78.9	78.8	0.1	5.5
POLK	78.6	77.5	1.1	5.2
WHITE SANDS MISSILE RANGE	78.6	81.5	(2.9)	5.2
HOOD	78.3	72.7	5.6	4.9
LEE	78.3	77.6	0.7	4.9
HAWAII	76.7	80.6	(3.9)	3.3
MONTEREY	75.7	72.5	3.2	2.3
EUSTIS	74.7	80.1	(5.4)	1.3
IRWIN	74.7	73.6	1.1	1.3
SILL	74.6	80.1	(5.5)	1.2
WALTER REED NMMC	73.1	80.6	(7.5)	(0.3)
LEAVENWORTH	73.1	70.5	2.6	(0.3)
BENNING	72.1	71.8	0.3	(1.3)
STORY	70.0	71.0	(1.0)	(3.4)
BELVOIR	68.9	65.2	3.7	(4.5)
MEADE	68.9	73.6	(4.7)	(4.5)
WEST POINT	68.4	71.9	(3.5)	(5.0)
LEONARD WOOD	68.1	74.3	(6.2)	(5.3)
BRAGG	66.3	65.7	0.6	(7.1)
HUNTER ARMY AIRFIELD	62.0	73.5	(11.5)	(11.4)
BLISS	62.0	73.1	(11.1)	(11.4)
LEWIS-MCCHORD	59.9	69.7	(9.8)	(13.5)
GORDON	59.8	75.5	(15.7)	(13.6)
STEWART	56.6	68.9	(12.3)	(16.8)
JACKSON	54.2	70.0	(15.8)	(19.2)
CARSON	51.5	61.1	(9.6)	(21.9)

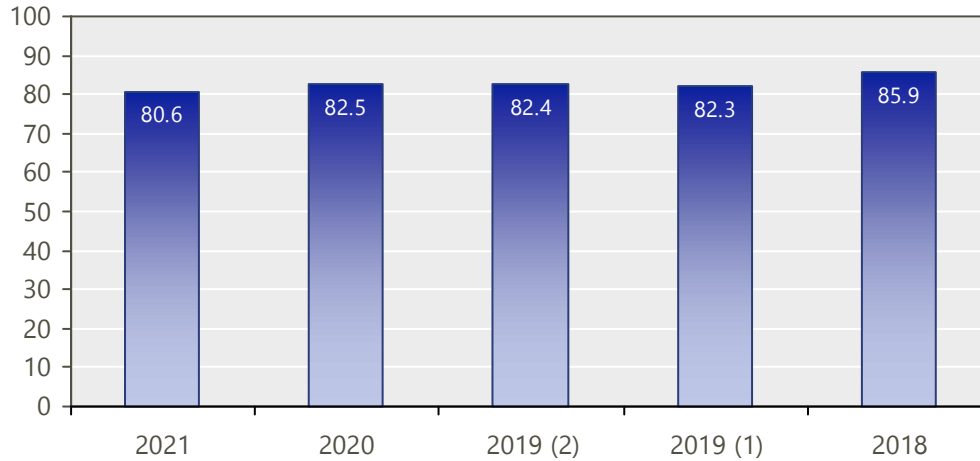
#### Score Ratings

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	78,924	75,810	77,406	79,388	78,515
Surveys Received	23,561	22,022	19,054	23,431	30,241
Response Rate	29.9%	29.0%	24.6%	29.5%	38.5%
Properties Surveyed	381	383	380	381	383

Portfolio Factor Score **80.6**

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
REDSTONE ARSENAL	95.3	91.7	3.6	14.7
YUMA PROVING GROUND	92.9	95.5	(2.6)	12.3
CAMP PARKS	89.5	85.5	4.0	8.9
HUACHUCA	89.4	91.0	(1.6)	8.8
DRUM	88.6	89.8	(1.2)	8.0
KNOX	87.8	86.0	1.8	7.2
WAINWRIGHT	87.6	85.8	1.8	7.0
ABERDEEN PROVING GROUND	87.0	87.4	(0.4)	6.4
RUCKER	86.8	89.7	(2.9)	6.2
GREELY	86.2	96.8	(10.6)	5.6
SAM HOUSTON	86.1	87.8	(1.7)	5.5

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 RCI Housing  
ARMY RCI:OVERALL-FH

## Business Success Factor Portfolio Score History and Scores By Installation

### Quality of Leasing Services

**Portfolio Factor Score 80.6**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
PICATINNY ARSENAL	86.1	82.8	3.3	5.5
DETRICK	85.5	86.1	(0.6)	4.9
RILEY	85.3	86.7	(1.4)	4.7
WHITE SANDS MISSILE RANGE	85.0	87.3	(2.3)	4.4
LEE	84.8	84.4	0.4	4.2
POLK	83.9	84.5	(0.6)	3.3
CARLISLE BARRACKS	83.6	76.9	6.7	3.0
MOFFETT FEDERAL AIRFIELD	83.6	79.3	4.3	3.0
EUSTIS	83.5	86.2	(2.7)	2.9
HOOD	83.0	79.7	3.3	2.4
WALTER REED NMMC	82.7	88.4	(5.7)	2.1
CAMPBELL	82.3	85.5	(3.2)	1.7
HAMILTON	82.2	75.2	7.0	1.6
SILL	82.1	85.9	(3.8)	1.5
HAWAII	81.7	86.0	(4.3)	1.1
BENNING	79.7	81.1	(1.4)	(0.9)
MEADE	79.7	85.1	(5.4)	(0.9)
STORY	79.0	78.4	0.6	(1.6)
IRWIN	78.9	77.5	1.4	(1.7)
MONTEREY	78.9	75.4	3.5	(1.7)
LEAVENWORTH	77.7	79.9	(2.2)	(2.9)
BELVOIR	77.2	74.1	3.1	(3.4)
BRAGG	76.6	77.0	(0.4)	(4.0)
BLISS	76.0	83.0	(7.0)	(4.6)
WEST POINT	75.6	73.0	2.6	(5.0)
LEONARD WOOD	75.3	79.6	(4.3)	(5.3)
HUNTER ARMY AIRFIELD	73.8	80.6	(6.8)	(6.8)
LEWIS-MCCHORD	70.9	75.9	(5.0)	(9.7)
GORDON	69.6	79.9	(10.3)	(11.0)
STEWART	67.7	75.3	(7.6)	(12.9)
CARSON	66.2	71.6	(5.4)	(14.4)
JACKSON	61.6	74.8	(13.2)	(19.0)

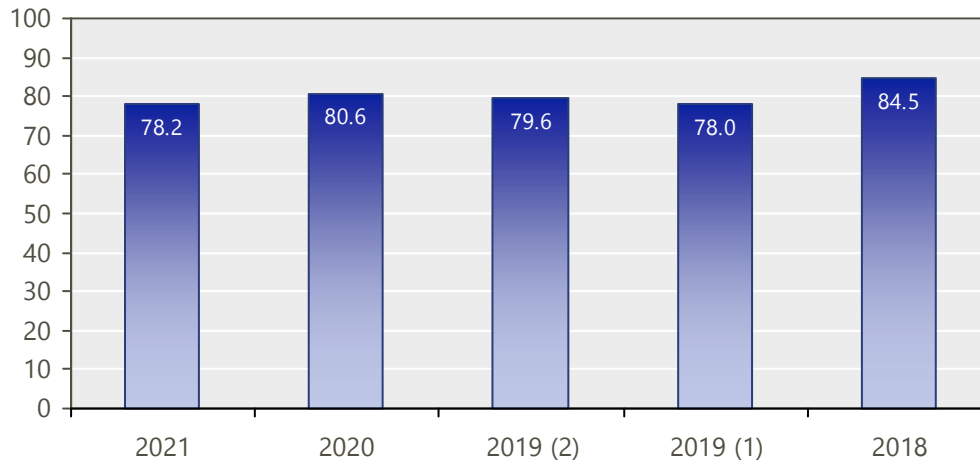
#### Score Ratings

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
<i>Surveys Distributed</i>	78,924	75,810	77,406	79,388	78,515
<i>Surveys Received</i>	23,561	22,022	19,054	23,431	30,241
<i>Response Rate</i>	29.9%	29.0%	24.6%	29.5%	38.5%
<i>Properties Surveyed</i>	381	383	380	381	383

**Portfolio Factor Score 78.2**

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
YUMA PROVING GROUND	91.8	93.8	(2.0)	13.6
GREELY	91.4	96.5	(5.1)	13.2
CARLISLE BARRACKS	90.7	89.0	1.7	12.5
CAMP PARKS	90.5	90.7	(0.2)	12.3
REDSTONE ARSENAL	90.4	86.4	4.0	12.2
SAM HOUSTON	89.7	88.3	1.4	11.5
MOFFETT FEDERAL AIRFIELD	89.6	86.8	2.8	11.4
HUACHUCA	88.8	90.9	(2.1)	10.6
WHITE SANDS MISSILE RANGE	87.9	87.8	0.1	9.7
WAINWRIGHT	87.6	87.3	0.3	9.4
DETRICK	87.0	83.5	3.5	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

### Quality of Maintenance Services

**Portfolio Factor Score 78.2**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
HAMILTON	86.8	75.0	11.8	8.6
CAMPBELL	86.4	85.2	1.2	8.2
KNOX	85.9	86.5	(0.6)	7.7
RUCKER	85.4	88.3	(2.9)	7.2
ABERDEEN PROVING GROUND	85.1	85.0	0.1	6.9
DRUM	84.9	86.4	(1.5)	6.7
LEE	84.8	83.6	1.2	6.6
HAWAII	83.9	85.5	(1.6)	5.7
RILEY	83.6	85.2	(1.6)	5.4
MONTEREY	83.5	83.2	0.3	5.3
POLK	83.1	83.0	0.1	4.9
HOOD	82.5	77.3	5.2	4.3
SILL	82.2	84.6	(2.4)	4.0
IRWIN	82.1	81.6	0.5	3.9
EUSTIS	80.7	84.4	(3.7)	2.5
PICATINNY ARSENAL	79.6	62.5	17.1	1.4
WALTER REED NMMC	75.5	81.5	(6.0)	(2.7)
WEST POINT	75.4	83.4	(8.0)	(2.8)
STORY	75.1	80.0	(4.9)	(3.1)
LEAVENWORTH	74.6	73.7	0.9	(3.6)
HUNTER ARMY AIRFIELD	74.1	81.8	(7.7)	(4.1)
BRAGG	73.3	72.8	0.5	(4.9)
LEONARD WOOD	72.4	80.1	(7.7)	(5.8)
BENNING	71.3	72.9	(1.6)	(6.9)
MEADE	70.5	75.4	(4.9)	(7.7)
BELVOIR	69.0	67.7	1.3	(9.2)
GORDON	68.2	81.3	(13.1)	(10.0)
LEWIS-MCCHORD	68.0	75.0	(7.0)	(10.2)
JACKSON	65.4	81.5	(16.1)	(12.8)
BLISS	64.1	78.8	(14.7)	(14.1)
STEWART	61.1	75.9	(14.8)	(17.1)
CARSON	56.9	67.7	(10.8)	(21.3)

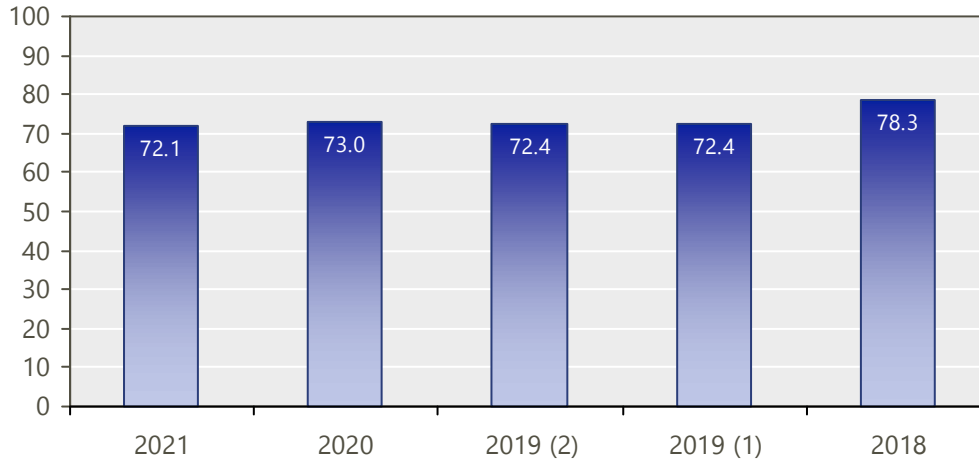
#### Score Ratings

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 Rating

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	78,924	75,810	77,406	79,388	78,515
<i>Surveys Received</i>	23,561	22,022	19,054	23,431	30,241
<i>Response Rate</i>	29.9%	29.0%	24.6%	29.5%	38.5%
<i>Properties Surveyed</i>	381	383	380	381	383

### Portfolio Factor Score 72.1

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
REDSTONE ARSENAL	85.6	83.1	2.5	13.5
GREELY	84.9	92.0	(7.1)	12.8
YUMA PROVING GROUND	84.6	87.7	(3.1)	12.5
HUACHUCA	82.8	84.0	(1.2)	10.7
HAMILTON	81.8	77.5	4.3	9.7
CARLISLE BARRACKS	80.7	79.1	1.6	8.6
WHITE SANDS MISSILE RANGE	80.5	83.5	(3.0)	8.4
KNOX	79.4	77.5	1.9	7.3
ABERDEEN PROVING GROUND	79.4	80.3	(0.9)	7.3
WAINWRIGHT	78.9	77.6	1.3	6.8
DRUM	78.2	78.6	(0.4)	6.1

### 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 RCI Housing  
ARMY RCI:OVERALL-FH

## Business Success Factor Portfolio Score History and Scores By Installation

### Property Rating

**Portfolio Factor Score 72.1**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
WALTER REED NMMC	77.9	78.4	(0.5)	5.8
DETRICK	77.8	81.9	(4.1)	5.7
PICATINNY ARSENAL	77.7	71.8	5.9	5.6
MOFFETT FEDERAL AIRFIELD	77.0	72.2	4.8	4.9
RILEY	76.7	77.5	(0.8)	4.6
SAM HOUSTON	76.1	75.4	0.7	4.0
RUCKER	76.0	78.1	(2.1)	3.9
LEAVENWORTH	75.4	75.8	(0.4)	3.3
MONTEREY	75.2	74.1	1.1	3.1
SILL	74.9	78.1	(3.2)	2.8
WEST POINT	73.7	73.6	0.1	1.6
EUSTIS	73.2	74.3	(1.1)	1.1
LEE	73.1	73.6	(0.5)	1.0
CAMP PARKS	72.8	73.2	(0.4)	0.7
BENNING	72.4	71.7	0.7	0.3
HOOD	72.2	67.9	4.3	0.1
CAMPBELL	72.1	74.2	(2.1)	0.0
HAWAII	72.0	73.6	(1.6)	(0.1)
IRWIN	71.7	69.7	2.0	(0.4)
POLK	70.7	72.0	(1.3)	(1.4)
STORY	70.6	71.9	(1.3)	(1.5)
MEADE	70.2	72.9	(2.7)	(1.9)
LEONARD WOOD	67.7	71.3	(3.6)	(4.4)
BELVOIR	67.4	65.6	1.8	(4.7)
HUNTER ARMY AIRFIELD	66.3	68.9	(2.6)	(5.8)
LEWIS-MCCHORD	66.3	71.5	(5.2)	(5.8)
GORDON	66.1	73.7	(7.6)	(6.0)
BRAGG	65.3	64.4	0.9	(6.8)
BLISS	64.4	71.7	(7.3)	(7.7)
JACKSON	64.1	72.4	(8.3)	(8.0)
STEWART	64.0	67.8	(3.8)	(8.1)
CARSON	59.3	65.6	(6.3)	(12.8)

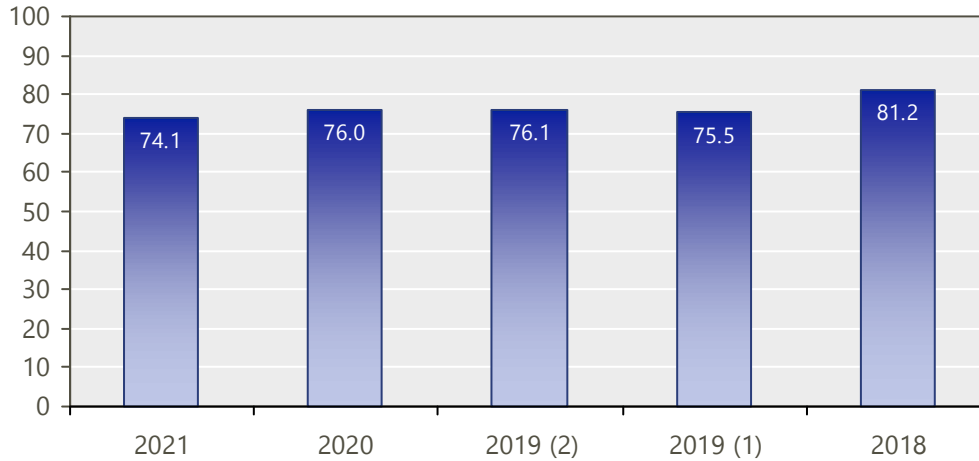
### Score Ratings

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

### Relationship Rating

#### Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
Surveys Distributed	78,924	75,810	77,406	79,388	78,515
Surveys Received	23,561	22,022	19,054	23,431	30,241
Response Rate	29.9%	29.0%	24.6%	29.5%	38.5%
Properties Surveyed	381	383	380	381	383

### Portfolio Factor Score 74.1

The questions in this Business Success Factor measure the relationship between the Property Manager 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
REDSTONE ARSENAL	90.3	86.8	3.5	16.2
YUMA PROVING GROUND	89.1	91.9	(2.8)	15.0
HUACHUCA	85.4	88.7	(3.3)	11.3
SAM HOUSTON	84.9	83.8	1.1	10.8
DRUM	84.5	85.5	(1.0)	10.4
CAMP PARKS	83.6	79.4	4.2	9.5
CARLISLE BARRACKS	83.1	78.6	4.5	9.0
WAINWRIGHT	83.0	80.3	2.7	8.9
KNOX	82.9	81.5	1.4	8.8
GREELY	82.6	93.2	(10.6)	8.5
MOFFETT FEDERAL AIRFIELD	81.4	74.2	7.2	7.3

#### 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

# 2022 Tenant Satisfaction Survey

Army RCI Housing  
ARMY RCI:OVERALL-FH

## Business Success Factor Portfolio Score History and Scores By Installation

### Relationship Rating

**Portfolio Factor Score 74.1**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
RUCKER	81.1	83.9	(2.8)	7.0
DETRICK	80.5	79.3	1.2	6.4
LEE	79.9	78.7	1.2	5.8
ABERDEEN PROVING GROUND	79.5	81.7	(2.2)	5.4
WHITE SANDS MISSILE RANGE	79.5	82.9	(3.4)	5.4
RILEY	79.3	78.9	0.4	5.2
HAMILTON	78.8	70.0	8.8	4.7
CAMPBELL	78.6	79.1	(0.5)	4.5
PICATINNY ARSENAL	77.9	63.3	14.6	3.8
POLK	77.9	77.0	0.9	3.8
HAWAII	77.6	81.3	(3.7)	3.5
HOOD	77.4	72.2	5.2	3.3
MONTEREY	76.7	74.2	2.5	2.6
EUSTIS	76.2	79.8	(3.6)	2.1
SILL	75.5	80.2	(4.7)	1.4
WALTER REED NMMC	75.5	79.4	(3.9)	1.4
IRWIN	74.5	74.0	0.5	0.4
LEAVENWORTH	73.5	72.1	1.4	(0.6)
BENNING	73.2	73.3	(0.1)	(0.9)
BELVOIR	70.6	66.3	4.3	(3.5)
MEADE	70.2	74.7	(4.5)	(3.9)
WEST POINT	69.6	70.6	(1.0)	(4.5)
STORY	68.8	70.5	(1.7)	(5.3)
LEONARD WOOD	68.1	74.5	(6.4)	(6.0)
BRAGG	67.3	66.9	0.4	(6.8)
HUNTER ARMY AIRFIELD	64.1	73.3	(9.2)	(10.0)
BLISS	63.5	74.0	(10.5)	(10.6)
LEWIS-MCCHORD	62.1	71.1	(9.0)	(12.0)
GORDON	62.1	75.0	(12.9)	(12.0)
STEWART	57.7	70.2	(12.5)	(16.4)
JACKSON	55.1	71.6	(16.5)	(19.0)
CARSON	53.8	61.7	(7.9)	(20.3)

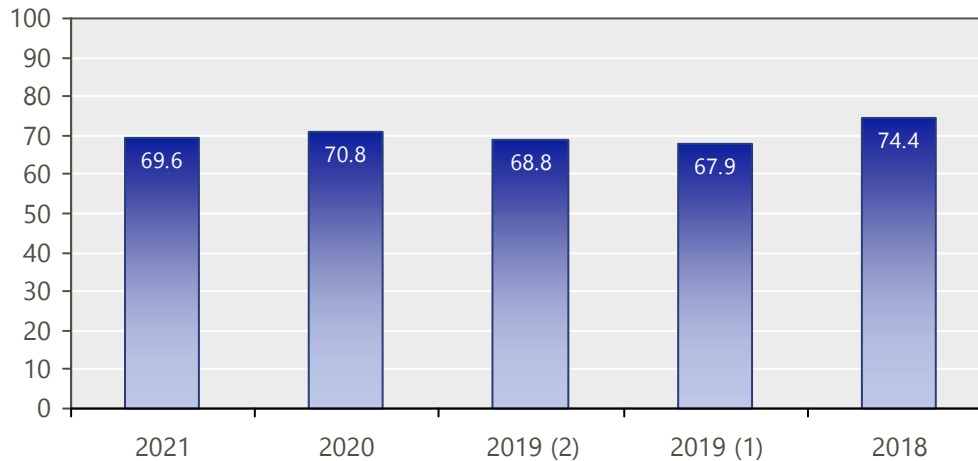
### Score Ratings

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

### Renewal Intention

Factor Score History



	2021	2020	2019 (2)	2019 (1)	2018
<i>Surveys Distributed</i>	78,924	75,810	77,406	79,388	78,515
<i>Surveys Received</i>	23,561	22,022	19,054	23,431	30,241
<i>Response Rate</i>	29.9%	29.0%	24.6%	29.5%	38.5%
<i>Properties Surveyed</i>	381	383	380	381	383

### Portfolio Factor Score 69.6

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
YUMA PROVING GROUND	85.7	89.8	(4.1)	16.1
REDSTONE ARSENAL	85.2	80.6	4.6	15.6
GREELY	81.6	85.1	(3.5)	12.0
HUACHUCA	81.1	85.8	(4.7)	11.5
CAMP PARKS	80.7	76.4	4.3	11.1
KNOX	79.6	77.5	2.1	10.0
WHITE SANDS MISSILE RANGE	79.3	83.3	(4.0)	9.7
DRUM	79.3	80.2	(0.9)	9.7
MOFFETT FEDERAL AIRFIELD	79.3	71.4	7.9	9.7
WAINWRIGHT	79.2	76.4	2.8	9.6
SAM HOUSTON	79.0	77.7	1.3	9.4

### 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

# 2022 Tenant Satisfaction Survey

Army RCI Housing  
ARMY RCI:OVERALL-FH

## Business Success Factor Portfolio Score History and Scores By Installation

### Renewal Intention

**Portfolio Factor Score 69.6**

Scores by Installation (Continued)				
Installation Name	Current Score	Prior Score	Current -Prior	Installation -Portfolio
CARLISLE BARRACKS	78.1	69.6	8.5	8.5
DETRICK	77.1	74.4	2.7	7.5
MONTEREY	76.6	74.6	2.0	7.0
ABERDEEN PROVING GROUND	76.4	77.2	(0.8)	6.8
RILEY	76.4	76.3	0.1	6.8
HAMILTON	75.8	68.2	7.6	6.2
PICATINNY ARSENAL	75.2	64.7	10.5	5.6
SILL	73.7	76.7	(3.0)	4.1
RUCKER	73.6	77.1	(3.5)	4.0
HAWAII	73.5	77.7	(4.2)	3.9
LEE	73.0	71.6	1.4	3.4
CAMPBELL	72.4	72.3	0.1	2.8
HOOD	72.1	65.4	6.7	2.5
LEAVENWORTH	71.8	72.9	(1.1)	2.2
POLK	70.2	69.9	0.3	0.6
WALTER REED NMMC	70.2	69.3	0.9	0.6
STORY	69.4	70.1	(0.7)	(0.2)
BENNING	69.0	68.1	0.9	(0.6)
WEST POINT	68.8	67.4	1.4	(0.8)
EUSTIS	67.6	70.7	(3.1)	(2.0)
IRWIN	67.5	66.7	0.8	(2.1)
BELVOIR	66.4	62.7	3.7	(3.2)
MEADE	65.1	70.0	(4.9)	(4.5)
LEONARD WOOD	61.9	65.8	(3.9)	(7.7)
BRAGG	61.4	60.4	1.0	(8.2)
BLISS	60.1	68.7	(8.6)	(9.5)
LEWIS-MCCHORD	59.4	65.8	(6.4)	(10.2)
HUNTER ARMY AIRFIELD	55.8	62.4	(6.6)	(13.8)
STEWART	52.8	58.7	(5.9)	(16.8)
GORDON	52.2	63.2	(11.0)	(17.4)
JACKSON	50.5	66.2	(15.7)	(19.1)
CARSON	48.5	54.9	(6.4)	(21.1)

### 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 RCI Housing  
ARMY RCI:OVERALL-FH

## 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	75.0	76.5	(1.5)	34% 7974	35% 8259	10% 2383	13% 3009	8% 1820	0% 116
b. Overall condition of the community	73.1	74.8	(1.7)	30% 7095	35% 8223	11% 2637	14% 3381	8% 1924	1% 301
c. Landscaping	66.5	67.9	(1.4)	25% 5859	28% 6616	14% 3231	18% 4290	14% 3232	1% 333
d. Recreation areas	69.7	70.9	(1.2)	27% 6458	27% 6357	15% 3573	14% 3301	11% 2602	5% 1270
e. Condition of roads, parking areas, sidewalks and common areas	67.5	69.3	(1.8)	27% 6393	29% 6747	11% 2654	17% 3908	15% 3486	2% 373
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	76.7	78.8	(2.1)	42% 9876	28% 6521	10% 2310	10% 2267	10% 2279	1% 308
b. Follow-up after problems are reported to be sure that they have been resolved	70.4	73.7	(3.3)	35% 8216	23% 5441	12% 2909	12% 2942	15% 3467	2% 586
c. Courtesy and respect with which you are treated	83.6	85.2	(1.6)	54% 12762	24% 5708	10% 2337	5% 1195	5% 1267	1% 292
d. Ability to do what is required to keep you satisfied	73.7	76.0	(2.3)	38% 8869	24% 5703	14% 3374	11% 2521	11% 2588	2% 506
e. Frequency of contact and communications	74.6	76.7	(2.1)	37% 8773	23% 5481	20% 4664	8% 1994	9% 2123	2% 526
f. Willingness to respond to your needs	75.0	77.3	(2.3)	40% 9511	24% 5663	13% 3111	10% 2363	10% 2473	2% 440
g. Clarity of communication with you	75.6	77.8	(2.2)	40% 9487	25% 5835	14% 3345	9% 2161	10% 2300	2% 433
h. Willingness to do what they say they will do	73.2	75.7	(2.5)	39% 9099	23% 5369	13% 3101	10% 2449	13% 2954	2% 589
i. Policies and procedures of the community	73.3	74.9	(1.6)	35% 8360	24% 5656	18% 4222	9% 2210	10% 2445	3% 668
j. Overall level and quality of service you are receiving	73.4	76.1	(2.7)	37% 8747	25% 6008	13% 3123	11% 2533	12% 2717	2% 433
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	79.2	82.1	(2.9)	48% 11230	26% 6019	7% 1763	9% 2036	9% 2112	2% 401
b. Problem resolution	74.5	77.4	(2.9)	41% 9608	25% 5807	9% 2095	12% 2779	12% 2766	2% 506
c. Courtesy of maintenance personnel	88.2	89.6	(1.4)	63% 14909	21% 5058	7% 1589	3% 631	4% 871	2% 503
d. Quality of maintenance work	75.7	77.9	(2.2)	41% 9772	25% 5894	11% 2495	11% 2534	10% 2374	2% 492
e. Follow-up on maintenance requests to ensure satisfaction	73.3	76.0	(2.7)	40% 9388	20% 4725	14% 3307	10% 2416	13% 2958	3% 767

### 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 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	82.6	83.2	(0.6)	52% 12369	25% 5881	9% 2124	7% 1681	5% 1279	1% 227
b. Security	81.8	82.0	(0.2)	51% 12097	24% 5608	10% 2452	7% 1728	6% 1357	1% 319
c. Parking	73.3	74.6	(1.3)	41% 9553	23% 5372	10% 2362	13% 3018	13% 3007	1% 249
d. Visitor parking	68.3	69.0	(0.7)	32% 7436	20% 4825	15% 3519	14% 3238	15% 3553	4% 990
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	69.6	71.0	(1.4)	27% 6344	33% 7882	10% 2471	18% 4167	11% 2593	0% 104
b. Landscaping (immediate area around your home/building)	65.5	66.7	(1.2)	25% 5792	27% 6339	14% 3209	19% 4543	15% 3494	1% 184
c. Appliances provided, if applicable	67.4	69.2	(1.8)	26% 6220	28% 6559	13% 3024	18% 4263	13% 3062	2% 433
d. Overall condition when you moved in (if moved in during the last 12 months)	69.4	71.0	(1.6)	24% 5695	23% 5432	12% 2855	13% 2987	10% 2383	18% 4209
e. Pest control	70.2	69.6	0.6	30% 7057	25% 5872	16% 3830	13% 2976	12% 2775	4% 1051
f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	64.4	65.5	(1.1)	23% 5506	27% 6322	13% 3061	20% 4828	16% 3658	1% 186
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	80.5	82.7	(2.2)	39% 9166	21% 5036	9% 2232	5% 1186	6% 1353	19% 4588
b. Professionalism with which you were treated by the leasing/housing office	83.4	85.2	(1.8)	45% 10510	19% 4393	9% 2004	4% 943	5% 1122	19% 4589
c. Follow-up and continuing contact with the leasing/housing office	77.9	79.7	(1.8)	37% 8713	18% 4147	12% 2819	6% 1520	7% 1623	20% 4739
d. Overall level and quality of the leasing/housing office	80.4	82.4	(2.0)	39% 9236	19% 4479	11% 2637	5% 1132	6% 1322	20% 4755
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...	69.8	72.1	(2.3)	27% 6425	28% 6507	17% 4072	12% 2738	12% 2795	4% 1024
b. Overall Resident morale at this housing community is good	69.9	71.6	(1.7)	25% 5987	29% 6839	18% 4341	12% 2747	11% 2495	5% 1152
c. I would recommend this housing community to others assigned to this installation	71.2	72.6	(1.4)	30% 7168	29% 6934	17% 3917	9% 2069	13% 3114	2% 359
d. The property management team is doing all they can to make this housing community appealing to Resid...	68.2	69.8	(1.6)	27% 6378	24% 5638	20% 4759	12% 2944	13% 3073	3% 769
e. If extended at this installation, I would want to continue living in this housing community	70.1	71.2	(1.1)	32% 7567	26% 6022	15% 3488	9% 2165	16% 3704	3% 615

### 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 RCI Housing  
ARMY RCI:OVERALL-FH

## 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	67.6	68.6	(1.0)	30% 7089	23% 5412	16% 3804	11% 2569	17% 4122	2% 565
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	72.8	74.3	(1.5)	31% 7404	35% 8145	9% 2182	15% 3419	10% 2252	1% 159
b. Your current housing community	76.1	77.1	(1.0)	36% 8382	32% 7609	14% 3272	10% 2333	7% 1678	1% 287
c. The health and safety of your home	73.5	75.0	(1.5)	35% 8209	29% 6724	13% 3018	13% 3009	10% 2258	1% 343
d. The health and safety of your current housing community (parks, roads, lighting, etc.)	72.6	74.0	(1.4)	33% 7687	29% 6880	14% 3184	14% 3339	9% 2128	1% 343
e. The property management/housing office response to and correction of your health and safety concerns	72.8	74.7	(1.9)	34% 7957	23% 5497	17% 3991	10% 2319	10% 2451	6% 1346
f. The government housing office as your advocate	71.4	73.2	(1.8)	28% 6615	18% 4334	21% 4850	7% 1743	10% 2253	16% 3766
g. Your Chain of Command in engaging on housing issues	73.4	75.0	(1.6)	26% 6181	14% 3371	22% 5166	4% 1013	7% 1558	27% 6272
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	70.3	71.6	(1.3)	30% 7115	28% 6640	16% 3833	9% 2106	15% 3425	2% 442

### 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 RCI Housing  
ARMY RCI:OVERALL-FH

## 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	88.2	89.6	(1.4)	63% 14909	21% 5058	7% 1589	3% 631	4% 871	2% 503
2c. Courtesy and respect with which you are treated	83.6	85.2	(1.6)	54% 12762	24% 5708	10% 2337	5% 1195	5% 1267	1% 292
6b. Professionalism with which you were treated by the leasing/housing office	83.4	85.2	(1.8)	45% 10510	19% 4393	9% 2004	4% 943	5% 1122	19% 4589
4a. Safety	82.6	83.2	(0.6)	52% 12369	25% 5881	9% 2124	7% 1681	5% 1279	1% 227
4b. Security	81.8	82.0	(0.2)	51% 12097	24% 5608	10% 2452	7% 1728	6% 1357	1% 319
6a. Ease of the leasing/assignment process	80.5	82.7	(2.2)	39% 9166	21% 5036	9% 2232	5% 1186	6% 1353	19% 4588
6d. Overall level and quality of the leasing/housing office	80.4	82.4	(2.0)	39% 9236	19% 4479	11% 2637	5% 1132	6% 1322	20% 4755
3a. Responsiveness of maintenance personnel	79.2	82.1	(2.9)	48% 11230	26% 6019	7% 1763	9% 2036	9% 2112	2% 401
6c. Follow-up and continuing contact with the leasing/housing office	77.9	79.7	(1.8)	37% 8713	18% 4147	12% 2819	6% 1520	7% 1623	20% 4739
2a. Ease of contacting when questions or problems arise	76.7	78.8	(2.1)	42% 9876	28% 6521	10% 2310	10% 2267	10% 2279	1% 308
8b. Your current housing community	76.1	77.1	(1.0)	36% 8382	32% 7609	14% 3272	10% 2333	7% 1678	1% 287
3d. Quality of maintenance work	75.7	77.9	(2.2)	41% 9772	25% 5894	11% 2495	11% 2534	10% 2374	2% 492
2g. Clarity of communication with you	75.6	77.8	(2.2)	40% 9487	25% 5835	14% 3345	9% 2161	10% 2300	2% 433
2f. Willingness to respond to your needs	75.0	77.3	(2.3)	40% 9511	24% 5663	13% 3111	10% 2363	10% 2473	2% 440
1a. Visual appeal of the community	75.0	76.5	(1.5)	34% 7974	35% 8259	10% 2383	13% 3009	8% 1820	0% 116
2e. Frequency of contact and communications	74.6	76.7	(2.1)	37% 8773	23% 5481	20% 4664	8% 1994	9% 2123	2% 526
3b. Problem resolution	74.5	77.4	(2.9)	41% 9608	25% 5807	9% 2095	12% 2779	12% 2766	2% 506
2d. Ability to do what is required to keep you satisfied	73.7	76.0	(2.3)	38% 8869	24% 5703	14% 3374	11% 2521	11% 2588	2% 506
8c. The health and safety of your home	73.5	75.0	(1.5)	35% 8209	29% 6724	13% 3018	13% 3009	10% 2258	1% 343
2j. Overall level and quality of service you are receiving	73.4	76.1	(2.7)	37% 8747	25% 6008	13% 3123	11% 2533	12% 2717	2% 433
8g. Your Chain of Command in engaging on housing issues	73.4	75.0	(1.6)	26% 6181	14% 3371	22% 5166	4% 1013	7% 1558	27% 6272
2i. Policies and procedures of the community	73.3	74.9	(1.6)	35% 8360	24% 5656	18% 4222	9% 2210	10% 2445	3% 668
3e. Follow-up on maintenance requests to ensure satisfaction	73.3	76.0	(2.7)	40% 9388	20% 4725	14% 3307	10% 2416	13% 2958	3% 767
4c. Parking	73.3	74.6	(1.3)	41% 9553	23% 5372	10% 2362	13% 3018	13% 3007	1% 249

### 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 RCI Housing  
ARMY RCI:OVERALL-FH

## Tenant Results By Question, Sorted Highest Score to Lowest

Question	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
2h. Willingness to do what they say they will do	73.2	75.7	(2.5)	39% 9099	23% 5369	13% 3101	10% 2449	13% 2954	2% 589
1b. Overall condition of the community	73.1	74.8	(1.7)	30% 7095	35% 8223	11% 2637	14% 3381	8% 1924	1% 301
8a. Your home	72.8	74.3	(1.5)	31% 7404	35% 8145	9% 2182	15% 3419	10% 2252	1% 159
8e. The property management/housing office response to and correction of your health and safety concerns	72.8	74.7	(1.9)	34% 7957	23% 5497	17% 3991	10% 2319	10% 2451	6% 1346
8d. The health and safety of your current housing community (parks, roads, lighting, etc.)	72.6	74.0	(1.4)	33% 7687	29% 6880	14% 3184	14% 3339	9% 2128	1% 343
8f. The government housing office as your advocate	71.4	73.2	(1.8)	28% 6615	18% 4334	21% 4850	7% 1743	10% 2253	16% 3766
7c. I would recommend this housing community to others assigned to this installation	71.2	72.6	(1.4)	30% 7168	29% 6934	17% 3917	9% 2069	13% 3114	2% 359
2b. Follow-up after problems are reported to be sure that they have been resolved	70.4	73.7	(3.3)	35% 8216	23% 5441	12% 2909	12% 2942	15% 3467	2% 586
9a. I would recommend this housing community to others	70.3	71.6	(1.3)	30% 7115	28% 6640	16% 3833	9% 2106	15% 3425	2% 442
5e. Pest control	70.2	69.6	0.6	30% 7057	25% 5872	16% 3830	13% 2976	12% 2775	4% 1051
7e. If extended at this installation, I would want to continue living in this housing community	70.1	71.2	(1.1)	32% 7567	26% 6022	15% 3488	9% 2165	16% 3704	3% 615
7b. Overall Resident morale at this housing community is good	69.9	71.6	(1.7)	25% 5987	29% 6839	18% 4341	12% 2747	11% 2495	5% 1152
7a. When the property management/housing office team promises to do something by a certain time, they do...	69.8	72.1	(2.3)	27% 6425	28% 6507	17% 4072	12% 2738	12% 2795	4% 1024
1d. Recreation areas	69.7	70.9	(1.2)	27% 6458	27% 6357	15% 3573	14% 3301	11% 2602	5% 1270
5a. Overall condition of your home	69.6	71.0	(1.4)	27% 6344	33% 7882	10% 2471	18% 4167	11% 2593	0% 104
5d. Overall condition when you moved in (if moved in during the last 12 months)	69.4	71.0	(1.6)	24% 5695	23% 5432	12% 2855	13% 2987	10% 2383	18% 4209
4d. Visitor parking	68.3	69.0	(0.7)	32% 7436	20% 4825	15% 3519	14% 3238	15% 3553	4% 990
7d. The property management team is doing all they can to make this housing community appealing to Resid...	68.2	69.8	(1.6)	27% 6378	24% 5638	20% 4759	12% 2944	13% 3073	3% 769
7f. Given the choice in the future, I would seek/want to live in this housing community again	67.6	68.6	(1.0)	30% 7089	23% 5412	16% 3804	11% 2569	17% 4122	2% 565
1e. Condition of roads, parking areas, sidewalks and common areas	67.5	69.3	(1.8)	27% 6393	29% 6747	11% 2654	17% 3908	15% 3486	2% 373
5c. Appliances provided, if applicable	67.4	69.2	(1.8)	26% 6220	28% 6559	13% 3024	18% 4263	13% 3062	2% 433
1c. Landscaping	66.5	67.9	(1.4)	25% 5859	28% 6616	14% 3231	18% 4290	14% 3232	1% 333
5b. Landscaping (immediate area around your home/building)	65.5	66.7	(1.2)	25% 5792	27% 6339	14% 3209	19% 4543	15% 3494	1% 184
5f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, and hardware	64.4	65.5	(1.1)	23% 5506	27% 6322	13% 3061	20% 4828	16% 3658	1% 186

### 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

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	3,987	16.9%
E5 - E6	6,931	29.4%
E7 - E9	4,132	17.5%
W1 - W3	885	3.8%
W4 - W5	191	0.8%
O1 - O3	1,710	7.3%
O4 - O5	2,128	9.0%
O6	533	2.3%
O7 - O10	99	0.4%
Foreign Military	88	0.4%
Retiree	881	3.7%
DOD/Federal Civilian	1,065	4.5%
Civilian/Other	844	3.6%
No Answer	87	0.4%
<b>Total</b>	<b>23,561</b>	<b>100.0%</b>

## 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 Property Manager			
Satisfaction Index / BSF	Tenant	PM	Difference
Overall	73.7	90.4	16.7
Property	71.5	86.9	15.4
Service	74.9	92.2	17.3
Readiness to Solve Problems	75.6	94.5	18.9
Responsiveness & Follow-Through	71.2	93.8	22.6
Property Appearance & Condition	70.4	84.2	13.8
Quality of Management Services	73.4	93.4	20.0
Quality of Leasing Services	80.6	93.9	13.3
Quality of Maintenance Services	78.2	88.8	10.6
Property Rating	72.1	88.4	16.3
Relationship Rating	74.1	92.9	18.8
Renewal Intention	69.6	91.8	22.2

Tenant to Garrison Commander			
Satisfaction Index / BSF	Tenant	GC	Difference
Overall	73.7	83.9	10.2
Property	71.5	82.1	10.6
Service	74.9	84.6	9.7
Readiness to Solve Problems	75.6	90.2	14.6
Responsiveness & Follow-Through	71.2	85.7	14.5
Property Appearance & Condition	70.4	80.0	9.6
Quality of Management Services	73.4	86.4	13.0
Quality of Leasing Services	80.6	87.8	7.2
Quality of Maintenance Services	78.2	79.3	1.1
Property Rating	72.1	83.3	11.2
Relationship Rating	74.1	85.0	10.9
Renewal Intention	69.6	83.2	13.6

Garrison Commander to Property Manager			
Satisfaction Index / BSF	GC	PM	Difference
Overall	83.9	90.4	6.5
Property	82.1	86.9	4.8
Service	84.6	92.2	7.6
Readiness to Solve Problems	90.2	94.5	4.3
Responsiveness & Follow-Through	85.7	93.8	8.1
Property Appearance & Condition	80.0	84.2	4.2
Quality of Management Services	86.4	93.4	7.0
Quality of Leasing Services	87.8	93.9	6.1
Quality of Maintenance Services	79.3	88.8	9.5
Property Rating	83.3	88.4	5.1
Relationship Rating	85.0	92.9	7.9
Renewal Intention	83.2	91.8	8.6

### Score Ratings

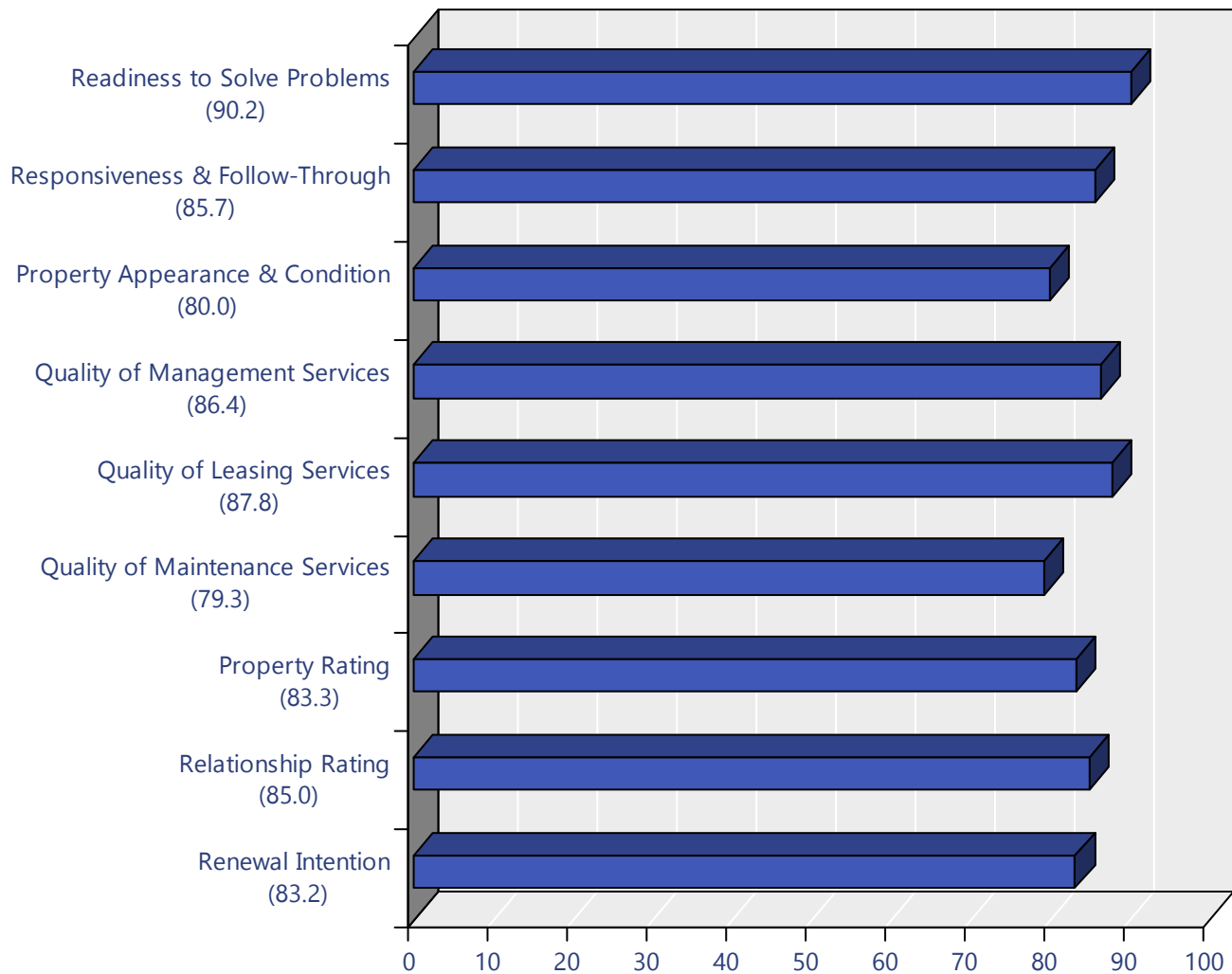
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

## Garrison Commander Results Summary

### Overall Score and Response Details

Overall Score	83.9
Surveys Distributed	381
Surveys Received	358
Response Rate	94.0%

### 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 RCI Housing  
ARMY RCI:OVERALL-FH

## Garrison Commander 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	82.0	42% 150	36% 129	12% 43	10% 36	0% 0	0% 0
b. Overall condition of the community	78.9	39% 139	38% 135	6% 22	14% 49	4% 13	0% 0
c. Landscaping	76.7	32% 116	37% 134	11% 41	19% 67	0% 0	0% 0
d. Recreation areas	84.1	46% 164	34% 122	15% 53	5% 19	0% 0	0% 0
e. Condition of roads, parking areas, sidewalks and common areas	78.3	32% 113	44% 157	13% 46	8% 29	4% 13	0% 0
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	92.0	73% 263	20% 71	0% 0	7% 24	0% 0	0% 0
b. Follow-up after problems are reported to be sure that they have been resolved	87.2	62% 222	23% 82	5% 17	10% 35	1% 2	0% 0
c. Courtesy and respect with which Residents are treated	92.8	65% 234	34% 122	0% 0	1% 2	0% 0	0% 0
d. Ability to do what is required to keep Residents satisfied	80.3	34% 122	51% 181	4% 16	5% 17	6% 22	0% 0
e. Frequency of contact and communications with Residents	88.3	58% 206	25% 91	5% 17	7% 24	0% 0	6% 20
f. Willingness to respond to Resident needs	91.0	74% 264	14% 49	6% 23	6% 22	0% 0	0% 0
g. Clarity of communication with you	90.2	65% 234	27% 98	0% 0	7% 26	0% 0	0% 0
h. Willingness to do what they say they will do	87.8	57% 203	31% 112	6% 22	6% 21	0% 0	0% 0
i. Policies and procedures of the community	86.9	50% 180	32% 116	6% 20	6% 22	0% 0	6% 20
j. Overall level and quality of service you are receiving	86.0	52% 185	37% 134	0% 0	11% 39	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	79.8	50% 180	24% 86	0% 0	26% 92	0% 0	0% 0
b. Problem resolution	77.0	37% 132	36% 128	3% 11	24% 87	0% 0	0% 0
c. Courtesy of maintenance personnel	93.7	72% 258	21% 74	2% 7	2% 7	0% 0	3% 12
d. Quality of maintenance work	74.6	30% 107	37% 134	9% 31	24% 86	0% 0	0% 0
e. Follow-up on maintenance requests to ensure satisfaction	72.0	36% 130	22% 77	14% 50	22% 79	6% 22	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 RCI Housing  
ARMY RCI:OVERALL-FH

## Garrison Commander 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	92.7	68% 242	30% 109	0% 0	2% 7	0% 0	0% 0
b. Security	94.1	71% 255	28% 102	0% 0	0% 1	0% 0	0% 0
c. Parking	82.8	54% 195	20% 70	11% 41	15% 52	0% 0	0% 0
d. Visitor parking	79.1	33% 117	39% 139	20% 70	9% 32	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	79.7	38% 137	40% 144	3% 12	18% 65	0% 0	0% 0
b. Landscaping (immediate area around their home/building)	71.3	15% 53	53% 191	5% 19	27% 95	0% 0	0% 0
c. Appliances provided, if applicable	79.5	39% 139	32% 113	19% 67	10% 36	1% 3	0% 0
d. Overall move in condition	90.1	62% 221	29% 104	7% 26	2% 7	0% 0	0% 0
e. Pest control	80.1	30% 106	48% 171	16% 58	6% 23	0% 0	0% 0
f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, a...	83.0	38% 137	43% 155	14% 51	3% 12	1% 3	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	90.2	61% 219	25% 89	0% 0	7% 25	0% 0	7% 25
b. Professionalism with which Residents are treated by the leasing/housing office	90.3	68% 245	21% 76	4% 13	7% 24	0% 0	0% 0
c. Follow-up and continuing contact with Residents	82.9	53% 191	29% 105	3% 9	8% 29	7% 24	0% 0
d. Overall level and quality of the leasing/housing office	88.2	58% 207	32% 113	4% 16	6% 22	0% 0	0% 0
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...	82.2	45% 162	36% 130	3% 10	16% 56	0% 0	0% 0
b. Overall Resident morale at this housing community is good	76.1	29% 104	46% 164	6% 23	14% 50	5% 17	0% 0
c. I would recommend this housing community to others assigned to this installati...	85.5	43% 155	45% 162	8% 27	4% 13	0% 1	0% 0
d. The property management team is doing all they can to make this housing commun...	84.7	54% 195	25% 90	9% 33	11% 39	0% 0	0% 1
e. The likelihood is good that residents extended at this installation will want ...	85.0	44% 158	40% 142	1% 3	9% 34	0% 1	6% 20

### 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



## Garrison Commander 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...	79.1	47% 170	15% 54	24% 86	6% 23	5% 18	2% 7
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	85.4	48% 171	34% 121	16% 59	2% 6	0% 1	0% 0

### Score Ratings

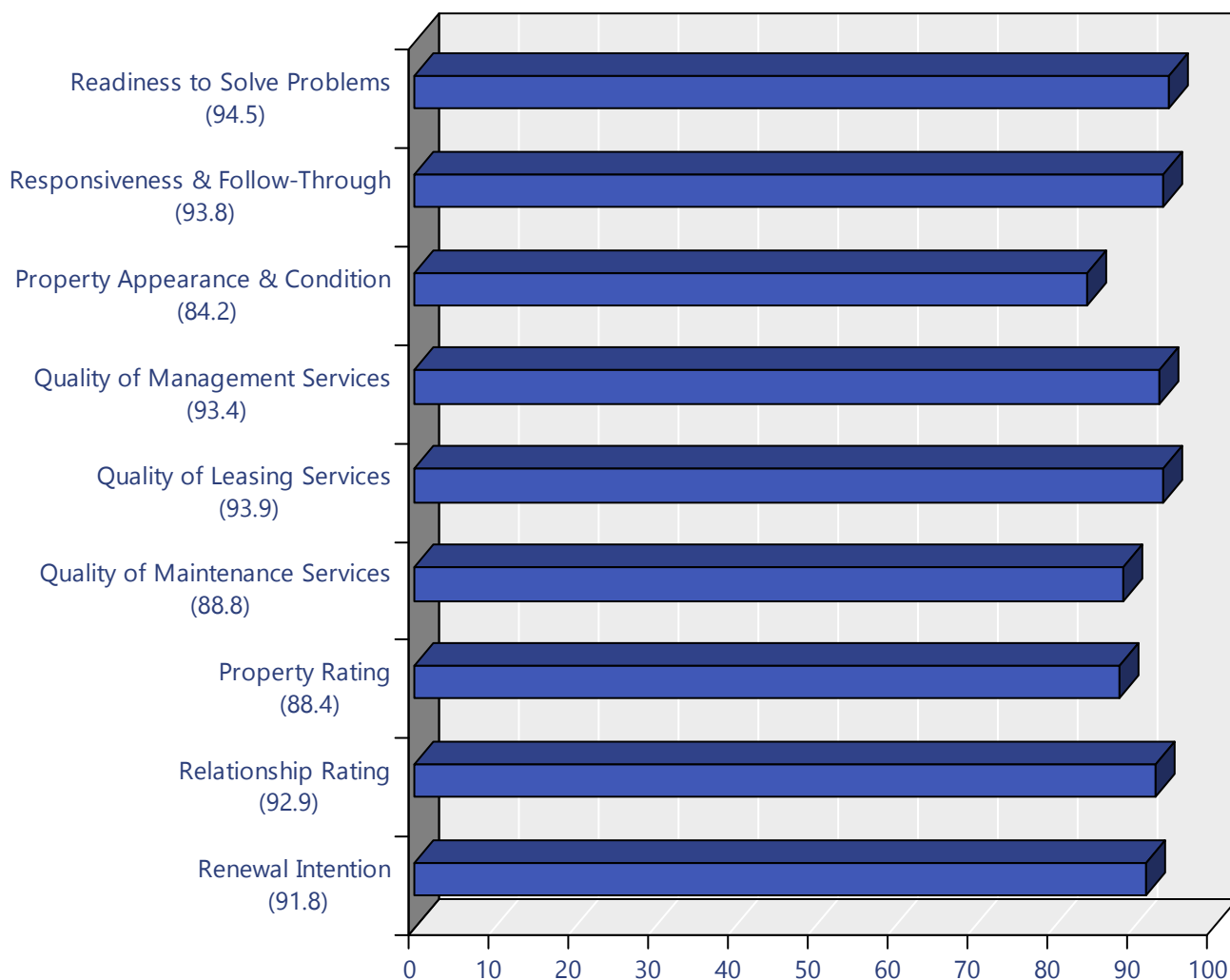
100.0 to 85.0 Outstanding	69.9 to 65.0 Below Average
84.9 to 80.0 Very Good	64.9 to 60.0 Poor
79.9 to 75.0 Good	59.9 to 55.0 Very Poor
74.9 to 70.0 Average	54.9 to 0.0 Crisis

## Property Manager Results Summary

### Overall Score and Response Details

Overall Score	90.4
Surveys Distributed	381
Surveys Received	326
Response Rate	85.6%

### 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

## Property Manager 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	85.5	47% 153	40% 132	7% 23	4% 13	2% 5	0% 0
b. Overall condition of the community	86.4	48% 157	41% 133	7% 22	3% 11	1% 3	0% 0
c. Landscaping	81.8	34% 110	49% 161	9% 29	7% 23	1% 2	0% 1
d. Recreation areas	83.1	40% 129	44% 142	8% 25	8% 27	0% 0	1% 3
e. Condition of roads, parking areas, sidewalks and common areas	84.3	40% 131	47% 153	7% 22	4% 14	1% 4	1% 2
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	96.0	84% 274	13% 41	3% 9	1% 2	0% 0	0% 0
b. Follow-up after problems are reported to be sure that they have been resolved	91.3	62% 202	34% 111	2% 8	2% 5	0% 0	0% 0
c. Courtesy and respect with which you treat Residents	97.4	88% 288	10% 34	1% 4	0% 0	0% 0	0% 0
d. Ability to do what is required to keep Residents satisfied	88.9	57% 187	32% 104	8% 26	2% 8	0% 0	0% 1
e. Frequency of contact and communications with Residents	91.9	65% 213	30% 99	3% 9	2% 5	0% 0	0% 0
f. Willingness to respond to Resident needs	96.1	83% 270	14% 46	3% 9	0% 0	0% 0	0% 1
g. Clarity of communication with Residents	95.5	79% 256	20% 66	1% 4	0% 0	0% 0	0% 0
h. Willingness to do what you say you will do	96.0	81% 264	17% 55	2% 5	0% 0	0% 0	1% 2
i. Policies and procedures of the community	92.6	68% 223	27% 87	3% 11	1% 4	0% 0	0% 1
j. Overall level and quality of service you provide	94.2	72% 235	26% 85	2% 5	0% 0	0% 0	0% 1
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	90.7	64% 208	29% 95	4% 13	3% 10	0% 0	0% 0
b. Problem resolution	85.2	46% 150	41% 133	6% 20	7% 23	0% 0	0% 0
c. Courtesy of maintenance personnel	96.0	81% 265	17% 57	1% 4	0% 0	0% 0	0% 0
d. Quality of maintenance work	87.0	51% 166	37% 119	9% 28	4% 12	0% 0	0% 1
e. Follow-up on maintenance requests to ensure satisfaction	85.0	48% 155	37% 121	6% 18	8% 27	0% 1	1% 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

## Property Manager 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	95.2	82% 267	13% 42	4% 14	1% 3	0% 0	0% 0
b. Security	94.6	81% 264	12% 39	5% 16	1% 4	0% 1	1% 2
c. Parking	87.7	57% 185	31% 101	7% 22	5% 16	1% 2	0% 0
d. Visitor parking	85.9	51% 167	34% 110	7% 23	6% 21	1% 2	1% 3
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	86.8	48% 156	43% 140	6% 18	3% 9	1% 3	0% 0
b. Landscaping (immediate area around their home/building)	82.0	36% 116	48% 156	7% 24	8% 25	1% 3	1% 2
c. Appliances provided, if applicable	83.5	44% 144	39% 128	8% 25	8% 25	1% 4	0% 0
d. Overall move in condition	90.0	58% 188	37% 120	4% 12	2% 5	0% 1	0% 0
e. Pest control	90.0	63% 205	28% 91	6% 18	4% 12	0% 0	0% 0
f. Overall interior lighting, bathroom and kitchen cabinets, counters, faucets, a...	84.7	45% 146	41% 134	8% 25	6% 18	1% 3	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	93.7	73% 237	22% 72	3% 9	1% 4	0% 0	1% 4
b. Professionalism with which Residents are treated by the leasing/housing office	95.1	79% 256	17% 55	2% 6	1% 4	0% 0	2% 5
c. Follow-up and continuing contact with Residents	92.0	64% 208	31% 102	2% 6	2% 5	0% 0	2% 5
d. Overall level and quality of the leasing/housing office	94.9	75% 243	20% 65	2% 8	0% 0	0% 0	3% 10
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	94.3	74% 240	24% 77	2% 8	0% 0	0% 0	0% 1
b. Overall Resident morale at this housing community is good	88.0	48% 156	45% 148	5% 15	1% 4	0% 1	1% 2
c. I would recommend this housing community to others assigned to this installati...	94.2	73% 239	23% 74	2% 7	1% 2	0% 0	1% 4
d. I am doing all I can to make this housing community appealing to Residents	93.8	71% 231	27% 87	2% 5	0% 1	0% 0	1% 2
e. The likelihood is good that residents extended at this installation will want ...	90.6	60% 197	33% 109	4% 13	1% 3	1% 2	1% 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 RCI Housing  
ARMY RCI:OVERALL-FH

## Property Manager 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...	90.5	60% 197	33% 106	4% 12	2% 5	1% 2	1% 4
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	93.5	71% 233	24% 79	3% 10	1% 2	0% 0	1% 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

## 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 RCI:OVERALL-FH has 8 Platinum A List Award winners and 47 A List Award winners, for a total of 55 Award winners out of 381 properties surveyed (14.4%).

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	CARLISLE BRK,YOUNG HALL	94.7	40.9%
2	GORDON,BOARDMAN LAKE	96.5	50.0%
3	HUACHUCA,CORONADO VILLAGE	93.7	37.2%
4	HUACHUCA,GATEWOOD BERNARD STREET	95.8	40.9%
5	WAINWRIGHT,CHENA BEND	92.3	73.2%
6	YUMA PG,COLORADO HOUSING CIV	93.6	56.0%
7	YUMA PG,IRONWOOD HOUSING CIV IN MIL	97.5	63.6%
8	YUMA PG,IRONWOOD HOUSING MIL	93.9	30.4%

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	BENNING,DOANE LOOP	91.3	21.3%
2	CAMP PARKS,VILLAGE AT PARKS	85.7	53.5%
3	CAMPBELL,BARKERS COURT	85.8	31.7%
4	CAMPBELL,COLE PARK	91.3	68.4%
5	CAMPBELL,GARDNER HILLS BACK LOOP	89.2	21.0%
6	CAMPBELL,GARDNER HILLS PHASE II	85.7	22.0%
7	CAMPBELL,GARDNER HILLS PHASE III	86.3	29.4%
8	CAMPBELL,TURNER LOOP	91.4	56.3%
9	CARLISLE BRK,GARRISON LANE	90.0	25.0%
10	CARLISLE BRK,THE MEADOWS	86.5	43.5%
11	DETRICK,MONOCACY MEADOWS-NALLIN FARM	88.5	38.1%
12	DETRICK,STARK-DOUGHTEN	88.4	36.8%
13	DRUM,CRESCENT WOODS NEW	85.2	45.8%
14	DRUM,RHICARD HILLS NEW	85.6	51.9%
15	EUSTIS,OFFICERS NEIGHBORHOOD	88.5	37.5%
16	HAWAII,FT SHAFTER,PALM-PARKS	87.9	45.9%

# 2022 Tenant Satisfaction Survey

Army RCI Housing  
ARMY RCI:OVERALL-FH

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

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
17	HAWAII, FT SHAFTER, SHAFTER	86.7	40.9%
18	HAWAII, TRIPLER, CRAIG	86.8	43.8%
19	HAWAII, TRIPLER, RAINBOW	88.3	50.6%
20	HOOD, PATTON B	89.4	42.3%
21	HOOD, VENABLE	85.7	43.1%
22	HUACHUCA, CAVALRY PARK	90.3	37.7%
23	HUACHUCA, CAVALRY PARK CAPEHART	87.7	50.0%
24	HUACHUCA, DEANZA VILLAGE	88.8	40.8%
25	HUACHUCA, GATEWOOD	92.0	54.4%
26	HUACHUCA, MILES MANOR	85.3	22.5%
27	HUACHUCA, PERSHING PLAZA EAST	86.0	34.6%
28	HUACHUCA, SIGNAL VILLAGE	91.8	41.9%
29	IRWIN, CRACKER JACK FLATS	85.1	28.9%
30	KNOX, NORTH & SOUTH DIETZ	87.0	32.3%
31	LEE, WASHINGTON GROVE	88.2	51.9%
32	PICATINNY, MIDDLE FORGE	86.3	87.5%
33	REDSTONE, REDSTONE COMMUNITIES	90.4	52.3%
34	RUCKER, ALLEN HEIGHTS	85.0	31.6%
35	SAM HOUSTON, ARTILLERY POST	91.9	51.9%
36	SAM HOUSTON, GORGAS	90.6	42.9%
37	SAM HOUSTON, HARRIS HEIGHTS	89.5	34.5%
38	SAM HOUSTON, INFANTRY POST	89.4	37.5%
39	SAM HOUSTON, PATCH-CHAFFEE-MARVIN R WOOD	88.5	28.3%
40	SAM HOUSTON, STAFF POST	87.7	69.2%
41	STORY, CAPE HENRY POINT	89.7	83.3%
42	WAINWRIGHT, NORTH TOWN	85.7	35.8%
43	WAINWRIGHT, TAKU GARDENS	87.0	29.3%
44	WAINWRIGHT, TANANA TRAILS	87.9	50.5%
45	WEST POINT, NORTH APARTMENTS-SOUTH APARTMENTS	86.5	56.3%
46	WSMR, PATRIOT NEIGHBORHOOD	88.7	45.2%
47	YUMA PG, COLORADO HOUSING MIL	88.2	38.9%

### **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 Managers<sup>1</sup>, Building Owners, Research Analysts, Tenants<sup>1</sup> 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, Property Managers, and Garrison Commanders.
- ◆ 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.

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<sup>1</sup>References 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 RCI 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 RCI 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 78,924 surveys to the properties in **ARMY RCI:OVERALL-FH** in January 2022. The data collection period was closed March 07, 2022. CEL received 23,561 valid Tenant surveys, resulting in a response rate of 29.9%. In addition, 381 Garrison Commander surveys were distributed and 358 (94.0%) were received; 381 Property Manager surveys were distributed and 326 (85.6%) were received. Comments from Tenant surveys were provided to Army RCI 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 Garrison Commander 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.

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*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*

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