

OACSIM Army Housing



2018 Satisfaction Survey

Results for:

Tobyhanna AD Owned FH Consolidated Report

March 2018



CEL & Associates, Inc.

Real Estate Strategies, Benchmarking & Performance Solutions

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Introduction

CEL & Associates, Inc. is pleased to present **OACSIM Army Housing** with the results of the REACT Resident Satisfaction survey process for **Tobyhanna AD Owned FH Consolidated Report**. 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 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 property so you can easily compare property 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 properties. 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 Residents 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 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.

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

Project Summary

Survey Period:	January 2018 to March 2018
Response Data:	
Surveys Distributed:	20
Surveys Received:	13
Response Rate:	65.0%
Properties Surveyed:	1

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.

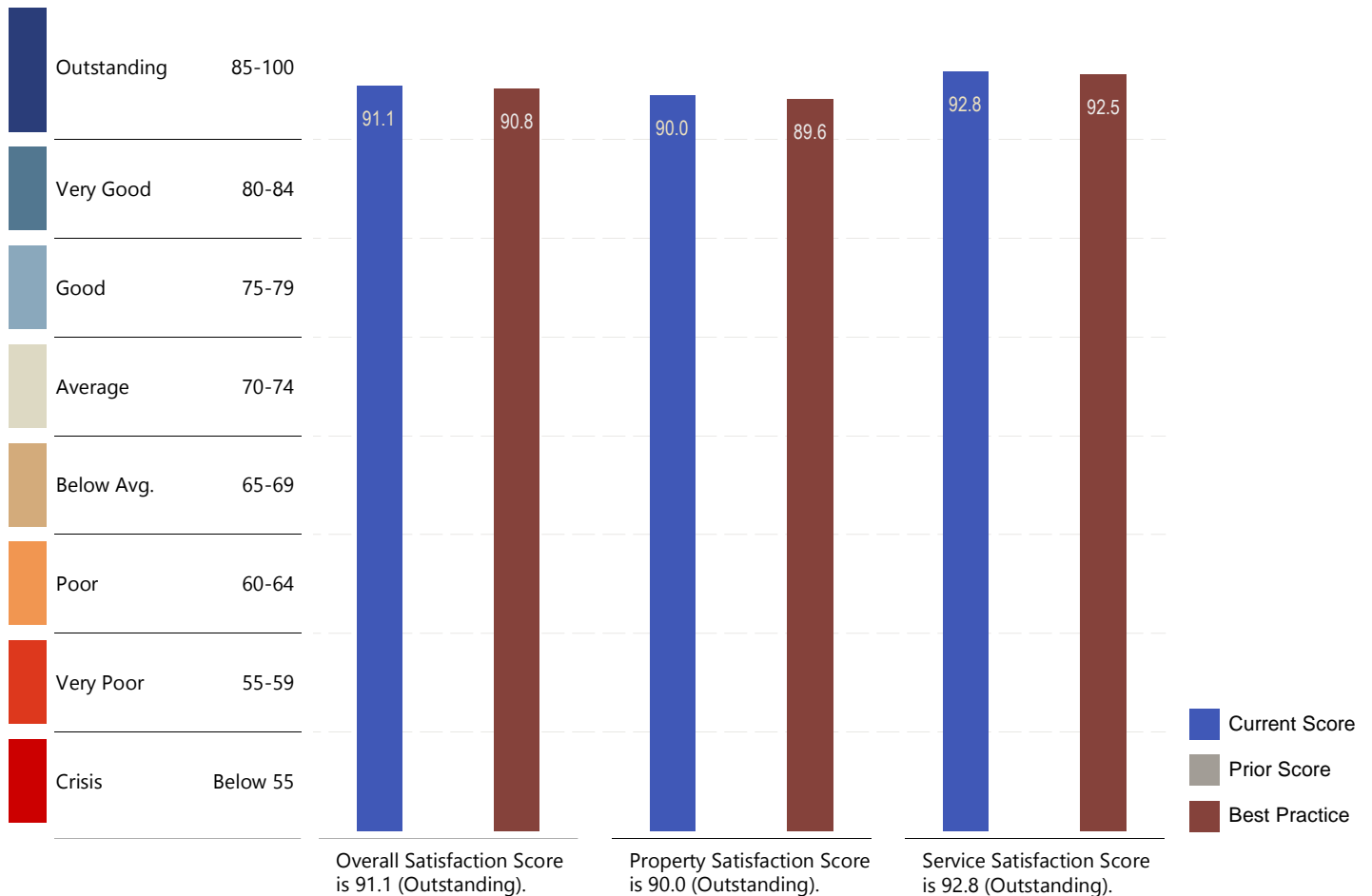
Sincerely,



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

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	1	1	1	3	100%
Very Good	84 - 80	0	0	0	0	0%
Good	79 - 75	0	0	0	0	0%
Average	74 - 70	0	0	0	0	0%
Below Average	69 - 65	0	0	0	0	0%
Poor	64 - 60	0	0	0	0	0%
Very Poor	59 - 55	0	0	0	0	0%
Crisis	Below 55	0	0	0	0	0%
Total		1	1	1	3	

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	95.9								★ ●
Responsiveness & Follow-Through	94.1								★ ●
Property Appearance & Condition	91.9								★ ●
Quality of Management Services	93.8								★ ●
Quality of Leasing Services	96.0								★ ●
Quality of Maintenance Services	91.7								● ★
Property Rating	86.0							●	★
Relationship Rating	90.6								● ★
Renewal Intention	82.6							●	★

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	91.9								★ ●
Property Rating	86.0							●	★


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	95.9								★ ●
Responsiveness & Follow-Through	94.1								★ ●
Quality of Management Services	93.8								★ ●
Quality of Maintenance Services	91.7								● ★
Relationship Rating	90.6								● ★

Portfolio Overview

Property Counts

Properties Surveyed	1		
Properties without Prior Scores	1		100.0%
Properties with Increase in Overall Score	0		0.0%
Properties with Decrease in Overall Score	0		0.0%
Properties with No Change in Overall Score	0		0.0%
Properties with No Resident Surveys Received	0		0.0%
		1	100.0%
Properties Winning Platinum A List Award	1	(100.0%)	
Properties Winning A List Award	0	(0.0%)	
Total Properties Winning Award	1	(100.0%)	
Properties with Alert Status*	0	(0.0%)	

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

Property Name	OA Score	Prop Score	Svc Score	Surveys Distr.	Surveys Rec'd	Resp. Rate	Awd
Tobyhanna AD, Government Owned	91.1	90.0	92.8	20	13	65.0%	

*Alert status indicates properties with a decrease in any Satisfaction Index score of 10 or more points, or a score of 69.9 or below. Properties with Alert Status are indicated by red property names in the list above. Properties with a decrease of 10 or more points in the (1) Overall Satisfaction Index score, (2) Property Index score and (3) Service score are indicated by the numbers following the property name. Properties in red not followed by a number are in Alert status due solely to one or more Index scores of 69.9 or below.

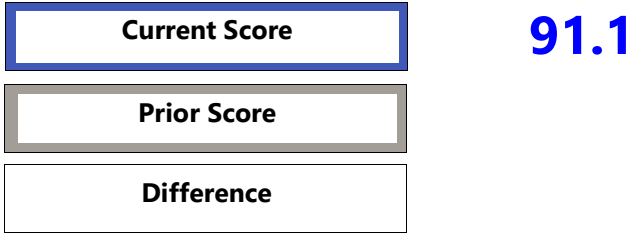
Score Ratings

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

Resident Satisfaction Indexes

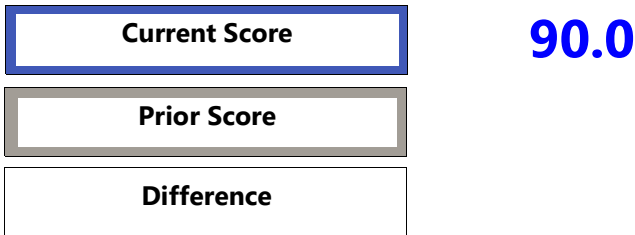
Overall Satisfaction

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



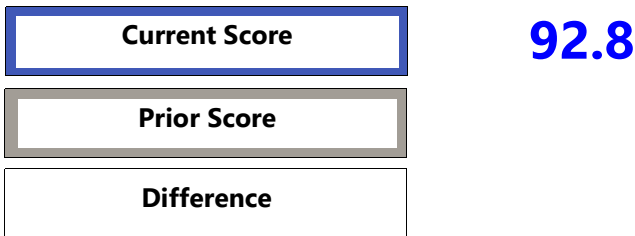
Property Satisfaction

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



Service Satisfaction

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

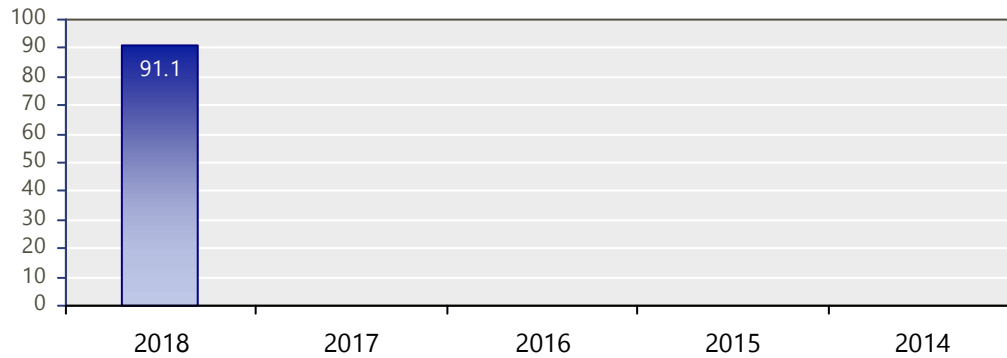


Score Ratings

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 Property

Overall Satisfaction Index



	2018	2017	2016	2015	2014
Surveys Distributed	20				
Surveys Received	13				
Response Rate	65.0%				
Properties Surveyed	1				

Portfolio Index Score 91.1

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

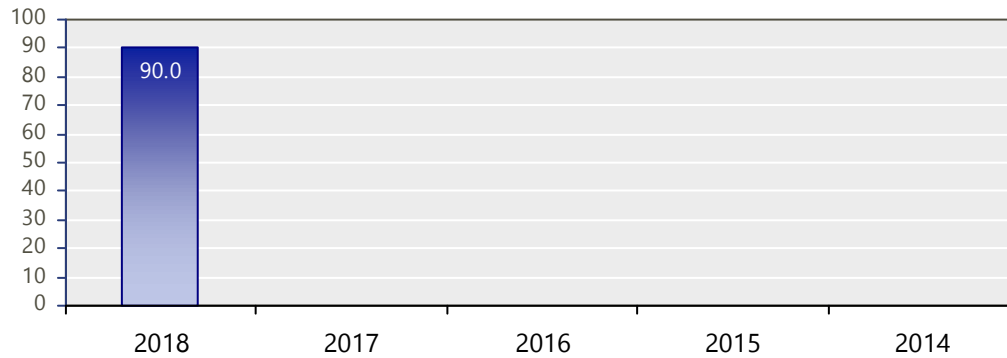
Scores by Property				
Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	91.1	--	--	0.0

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

Satisfaction Index Portfolio Score History and Scores By Property

Property Satisfaction Index



	2018	2017	2016	2015	2014
Surveys Distributed	20				
Surveys Received	13				
Response Rate	65.0%				
Properties Surveyed	1				

Portfolio Index Score 90.0

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

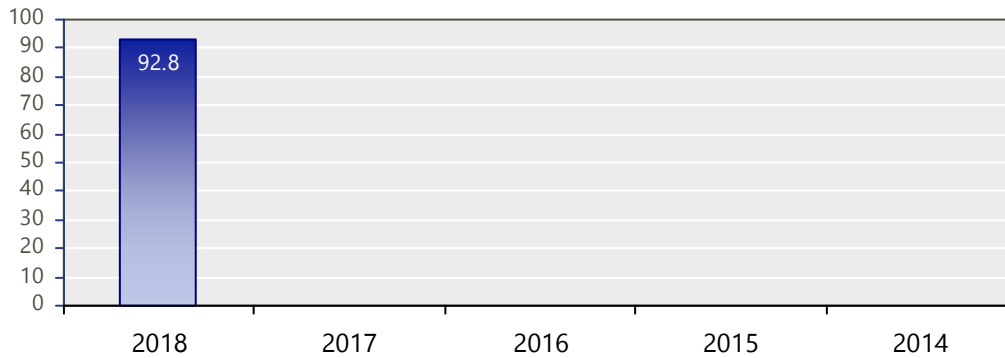
Scores by Property				
Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	90.0	--	--	0.0

Score Ratings

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

Satisfaction Index Portfolio Score History and Scores By Property

Service Satisfaction Index



	2018	2017	2016	2015	2014
<i>Surveys Distributed</i>	20				
<i>Surveys Received</i>	13				
<i>Response Rate</i>	65.0%				
<i>Properties Surveyed</i>	1				

Portfolio Index Score 92.8

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

Scores by Property				
Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	92.8	--	--	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

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 are derived from the average of the top ten percent of scores from the prior year posted by all real estate companies 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:

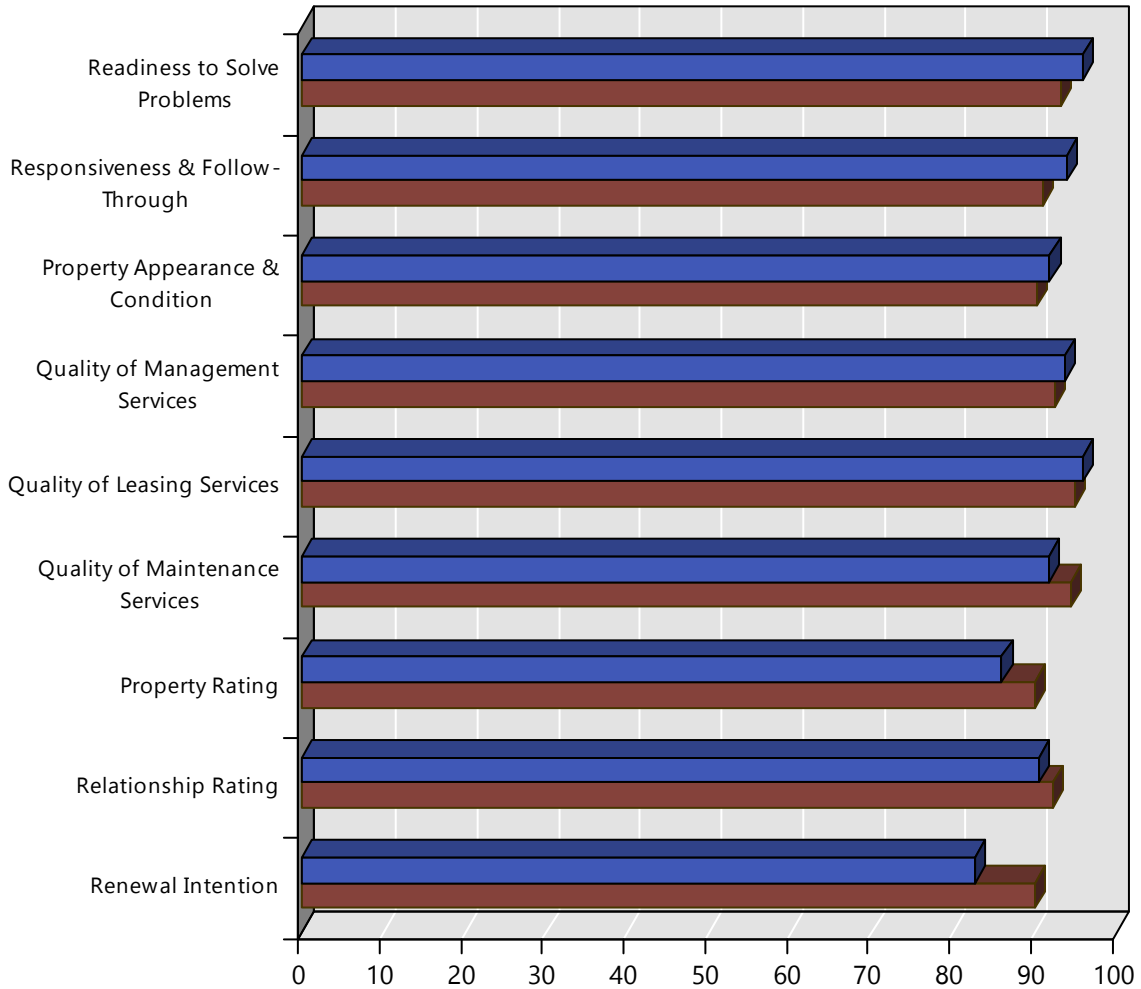
- ◆ A one-page Business Success Factor Score (BSF) Summary indicating the Current and Best Practice Scores.
- ◆ Current and Prior Results for each Business Success Factor.
- ◆ A section for each Business Success Factor, which includes:
 - A description of the Business Success Factor;
 - Five years of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

Resident Results by Business Success Factor - Summary



Business Success Factor	Current Score	Best Practice	Difference
Readiness to Solve Problems	95.9	93.2	2.7
Responsiveness & Follow-Through	94.1	91.1	3.0
Property Appearance & Condition	91.9	90.3	1.6
Quality of Management Services	93.8	92.6	1.2
Quality of Leasing Services	96.0	95.0	1.0
Quality of Maintenance Services	91.7	94.5	(2.8)
Property Rating	86.0	90.0	(4.0)
Relationship Rating	90.6	92.2	(1.6)
Renewal Intention	82.6	90.0	(7.4)

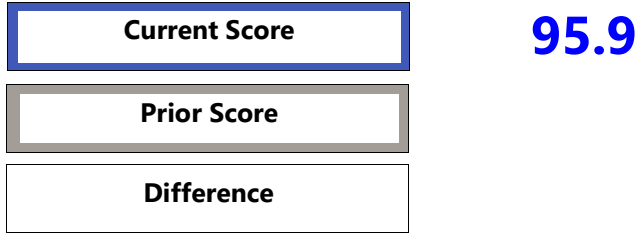
Score Ratings

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

Resident Business Success Factors

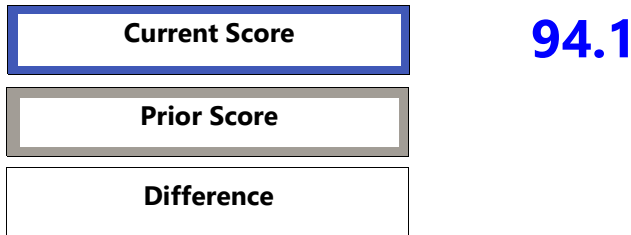
Readiness to Solve Problems

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.



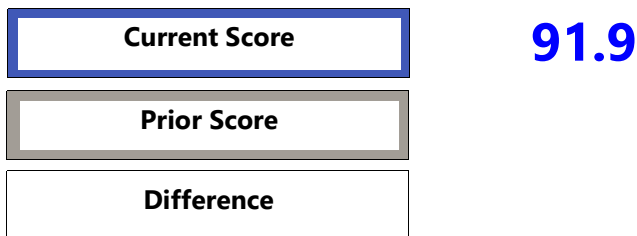
Responsiveness & Follow-Through

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

Resident Business Success Factors

Quality of Management Services

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

Current Score	93.8
Prior Score	
Difference	

Quality of Leasing Services

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

Current Score	96.0
Prior Score	
Difference	

Quality of Maintenance Services

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

Current Score	91.7
Prior Score	
Difference	

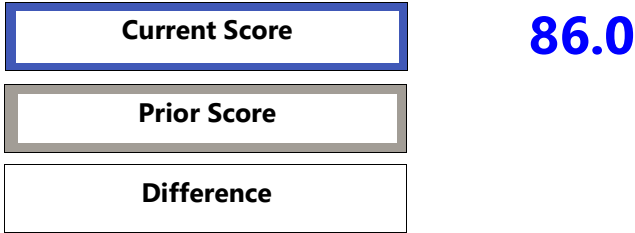
Score Ratings

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

Resident Business Success Factors

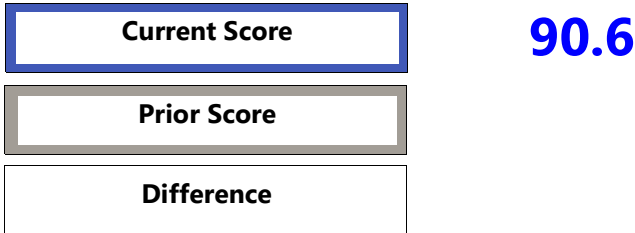
Property Rating

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



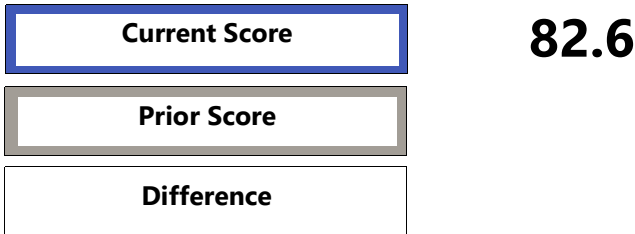
Relationship Rating

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



Renewal Intention

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



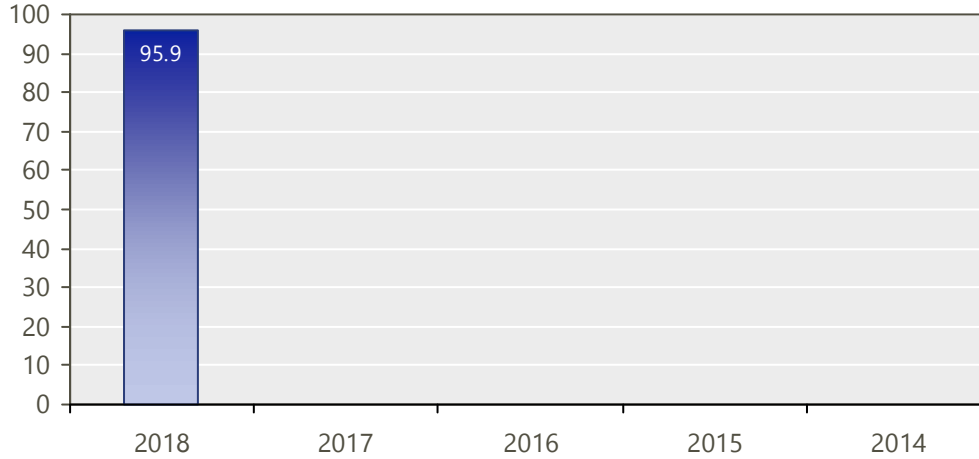
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Readiness to Solve Problems

Factor Score History



	2018	2017	2016	2015	2014
<i>Surveys Distributed</i>	20				
<i>Surveys Received</i>	13				
<i>Response Rate</i>	65.0%				
<i>Properties Surveyed</i>	1				

Portfolio Factor Score 95.9

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 Property

Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	95.9	--	--	0.0

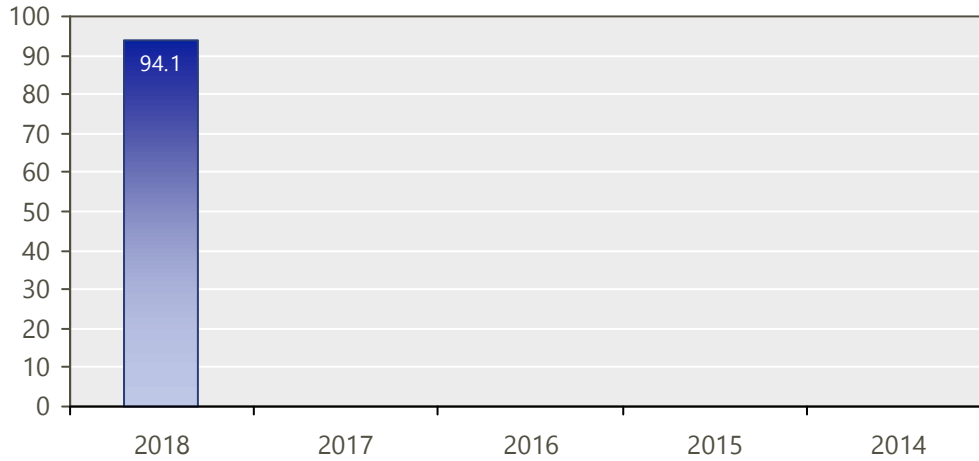
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Responsiveness & Follow-Through

Factor Score History



	2018	2017	2016	2015	2014
<i>Surveys Distributed</i>	20				
<i>Surveys Received</i>	13				
<i>Response Rate</i>	65.0%				
<i>Properties Surveyed</i>	1				

Portfolio Factor Score 94.1

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 Property				
Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	94.1	--	--	0.0

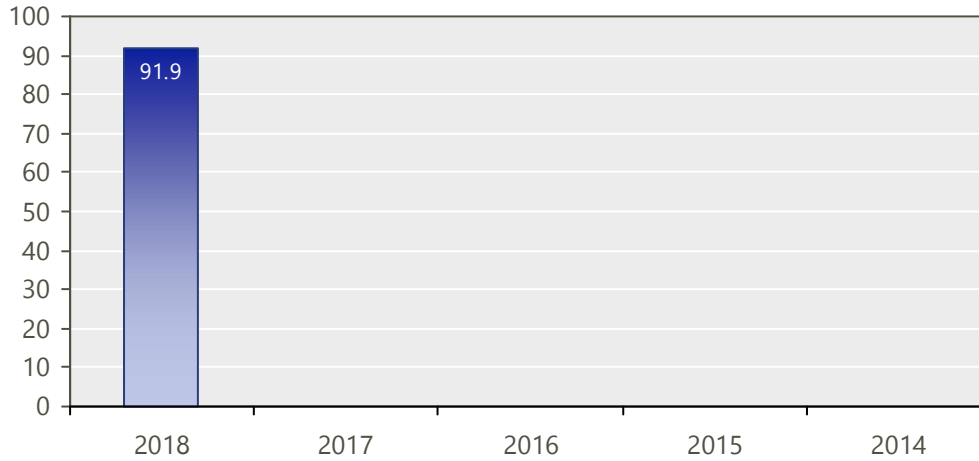
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Property Appearance & Condition

Factor Score History



	2018	2017	2016	2015	2014
<i>Surveys Distributed</i>	20				
<i>Surveys Received</i>	13				
<i>Response Rate</i>	65.0%				
<i>Properties Surveyed</i>	1				

Portfolio Factor Score 91.9

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 Property				
Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	91.9	--	--	0.0

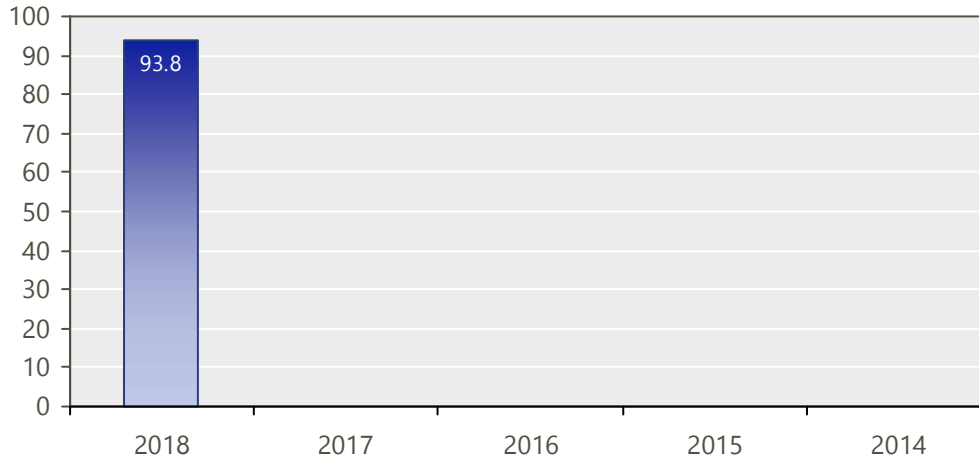
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Quality of Management Services

Factor Score History



	2018	2017	2016	2015	2014
<i>Surveys Distributed</i>	20				
<i>Surveys Received</i>	13				
<i>Response Rate</i>	65.0%				
<i>Properties Surveyed</i>	1				

Portfolio Factor Score 93.8

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 Property

Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	93.8	--	--	0.0

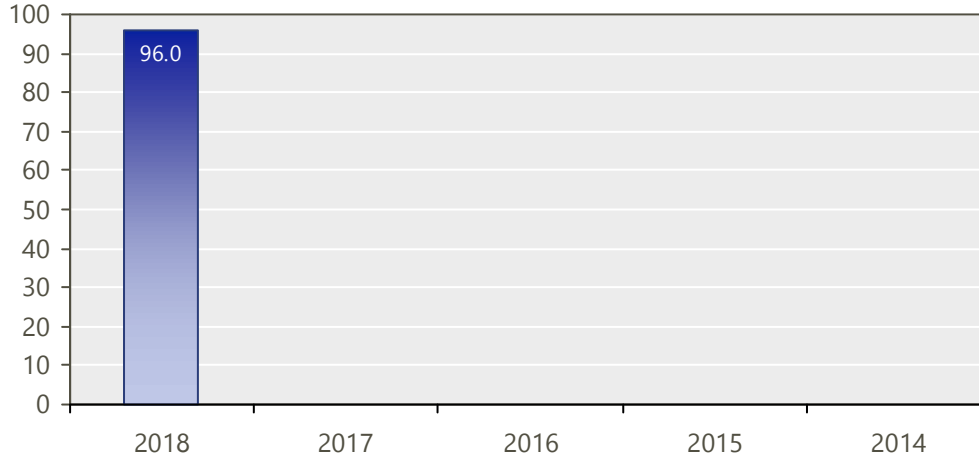
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Quality of Leasing Services

Factor Score History



	2018	2017	2016	2015	2014
<i>Surveys Distributed</i>	20				
<i>Surveys Received</i>	13				
<i>Response Rate</i>	65.0%				
<i>Properties Surveyed</i>	1				

Portfolio Factor Score 96.0

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 Property

Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	96.0	--	--	0.0

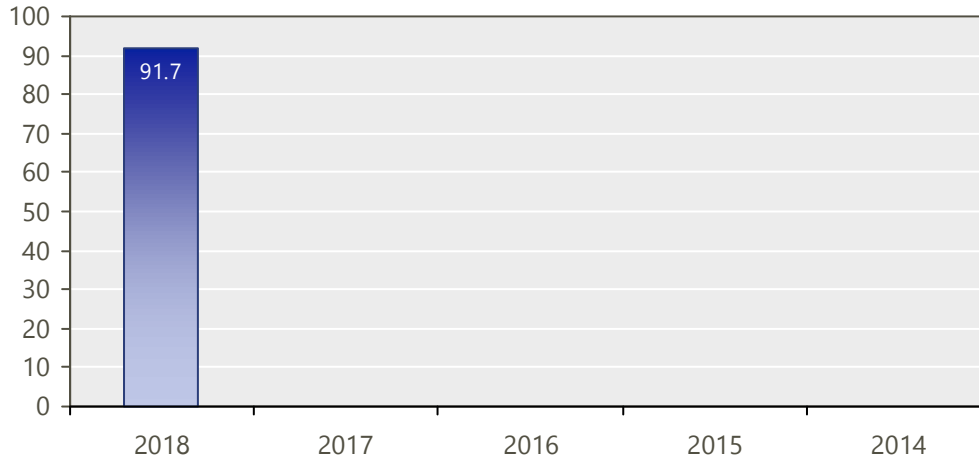
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Quality of Maintenance Services

Factor Score History



	2018	2017	2016	2015	2014
Surveys Distributed	20				
Surveys Received	13				
Response Rate	65.0%				
Properties Surveyed	1				

Portfolio Factor Score 91.7

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 Property

Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	91.7	--	--	0.0

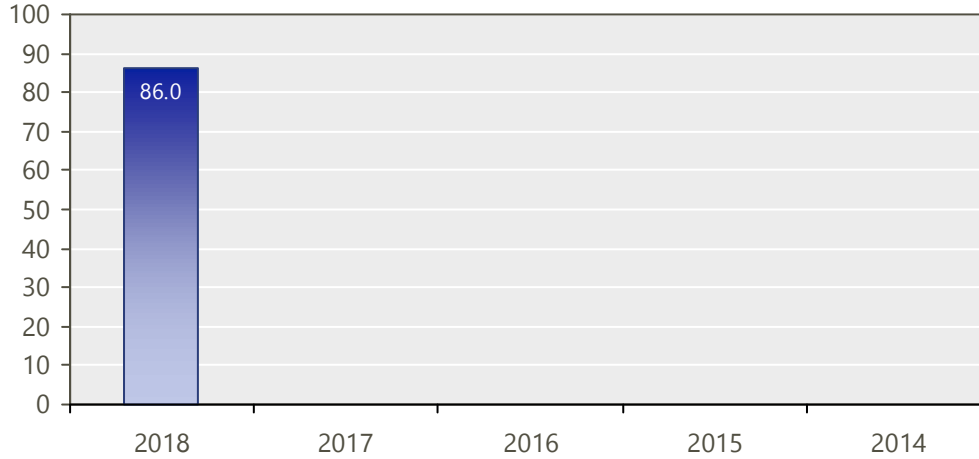
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Property Rating

Factor Score History



	2018	2017	2016	2015	2014
Surveys Distributed	20				
Surveys Received	13				
Response Rate	65.0%				
Properties Surveyed	1				

Portfolio Factor Score 86.0

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 Property				
Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	86.0	--	--	0.0

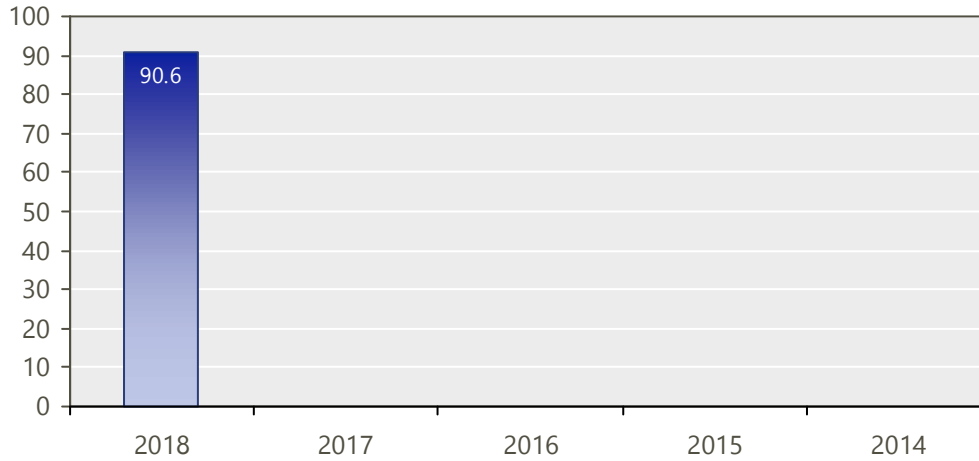
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Relationship Rating

Factor Score History



	2018	2017	2016	2015	2014
Surveys Distributed	20				
Surveys Received	13				
Response Rate	65.0%				
Properties Surveyed	1				

Portfolio Factor Score 90.6

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

Scores by Property				
Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	90.6	--	--	0.0

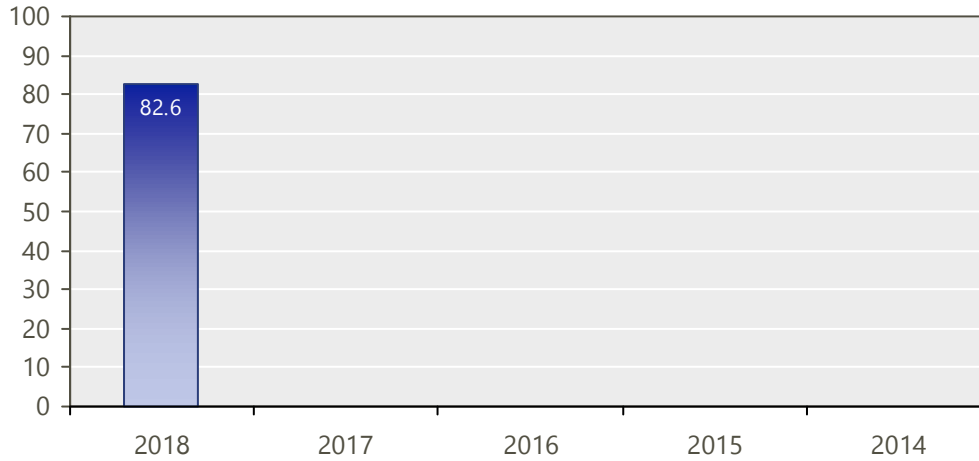
Score Ratings

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

Business Success Factor Portfolio Score History and Scores By Property

Renewal Intention

Factor Score History



	2018	2017	2016	2015	2014
<i>Surveys Distributed</i>	20				
<i>Surveys Received</i>	13				
<i>Response Rate</i>	65.0%				
<i>Properties Surveyed</i>	1				

Portfolio Factor Score 82.6

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

Scores by Property

Property Name	Current Score	Prior Score	Current -Prior	Property -Portfolio
Tobyhanna AD, Government Owned	82.6	--	--	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

Resident Results By Question

1. With regard to the appearance and condition of the community, how satisfied are you with:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Visual appeal of the community	92.3	--	--	62% 8	38% 5	0% 0	0% 0	0% 0	0% 0
b. Overall condition of the community	89.2	--	--	46% 6	54% 7	0% 0	0% 0	0% 0	0% 0
c. Cleanliness of the housing unit exterior	92.3	--	--	62% 8	38% 5	0% 0	0% 0	0% 0	0% 0
d. Exterior signage, if applicable	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
e. Maintenance of entry ways and common areas	92.3	--	--	62% 8	38% 5	0% 0	0% 0	0% 0	0% 0
f. Landscaping	89.2	--	--	46% 6	54% 7	0% 0	0% 0	0% 0	0% 0
g. Maintenance of recreation area, if applicable	93.3	--	--	62% 8	31% 4	0% 0	0% 0	0% 0	8% 1
h. Condition of parking areas, sidewalks and common areas	92.3	--	--	69% 9	23% 3	8% 1	0% 0	0% 0	0% 0
i. Exterior lighting	92.3	--	--	69% 9	23% 3	8% 1	0% 0	0% 0	0% 0
j. Entry way lighting	92.3	--	--	69% 9	23% 3	8% 1	0% 0	0% 0	0% 0

2. How would you evaluate the Army Housing 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	96.9	--	--	85% 11	15% 2	0% 0	0% 0	0% 0	0% 0
b. Follow-up after problems are reported to be sure that they have been resolved	96.7	--	--	77% 10	15% 2	0% 0	0% 0	0% 0	8% 1
c. Courtesy and respect with which you are treated	96.9	--	--	85% 11	15% 2	0% 0	0% 0	0% 0	0% 0
d. Ability to do what is required to keep you satisfied	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
e. Frequency of contact and communications	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
f. Willingness to respond to your needs	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
g. Clarity of communication with you	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
h. Willingness to do what they say they will do	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
i. Policies and procedures of the community	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
j. Overall level and quality of service you are receiving	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0

Score Ratings

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

Resident Results By Question

3. How would you rate your satisfaction with maintenance services:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Responsiveness of maintenance personnel	93.3	--	--	62% 8	31% 4	0% 0	0% 0	0% 0	8% 1
b. Problem resolution	90.0	--	--	62% 8	23% 3	0% 0	8% 1	0% 0	8% 1
c. Courtesy of maintenance personnel	94.0	--	--	54% 7	23% 3	0% 0	0% 0	0% 0	23% 3
d. Quality of maintenance work	90.0	--	--	54% 7	31% 4	8% 1	0% 0	0% 0	8% 1
e. Follow-up on maintenance requests to ensure satisfaction	91.7	--	--	62% 8	23% 3	8% 1	0% 0	0% 0	8% 1
4. How satisfied are you with each of the following features of the community:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Safety	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
b. Security	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
c. Parking	83.3	--	--	46% 6	23% 3	15% 2	8% 1	0% 0	8% 1
d. Current pet policies	93.3	--	--	69% 9	15% 2	8% 1	0% 0	0% 0	8% 1
e. Recreational amenities within the housing areas	80.0	--	--	46% 6	23% 3	8% 1	8% 1	8% 1	8% 1
f. Visitor parking	76.9	--	--	38% 5	38% 5	0% 0	15% 2	8% 1	0% 0
5. How would you rate your satisfaction with the following characteristics of your home:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Value of home compared to the monthly BAH-OHA	63.1	--	--	23% 3	23% 3	23% 3	8% 1	23% 3	0% 0
b. Size of housing compared to off post housing	64.6	--	--	31% 4	8% 1	31% 4	15% 2	15% 2	0% 0
c. Design and layout	60.0	--	--	15% 2	23% 3	23% 3	23% 3	15% 2	0% 0
d. Heating and air conditioning systems if applicable	83.1	--	--	46% 6	38% 5	8% 1	0% 0	8% 1	0% 0
e. Appliances	86.7	--	--	46% 6	38% 5	0% 0	8% 1	0% 0	8% 1
f. Overall condition when you moved in	80.0	--	--	38% 5	38% 5	15% 2	0% 0	8% 1	0% 0
g. Pest control	78.2	--	--	38% 5	23% 3	8% 1	8% 1	8% 1	15% 2
6. How would you evaluate the Army Housing Staff for the last 12 months? If no contact, indicate N/A:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
a. Ease of the assignment process, if used within the last 12 months	92.0	--	--	46% 6	31% 4	0% 0	0% 0	0% 0	23% 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

Resident Results By Question

6. How would you evaluate the Army Housing Staff for the last 12 months? If no contact, indicate N/A:	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
b. Ease of the wait list process, if used within the last 12 months	84.0	--	--	46% 6	15% 2	0% 0	15% 2	0% 0	23% 3
c. Professionalism with which you were treated by the Army Housing Staff	96.7	--	--	77% 10	15% 2	0% 0	0% 0	0% 0	8% 1
d. Follow-up and continuing contact with the Army Housing Staff	96.7	--	--	77% 10	15% 2	0% 0	0% 0	0% 0	8% 1
e. Overall level and quality of the Army Housing Staff	94.5	--	--	62% 8	23% 3	0% 0	0% 0	0% 0	15% 2

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 housing office staff promises to do something by a certain time, they do it	91.7	--	--	54% 7	38% 5	0% 0	0% 0	0% 0	8% 1
b. Overall Resident morale at the community is good	80.0	--	--	23% 3	54% 7	8% 1	8% 1	0% 0	8% 1
c. I would recommend this community to others	83.1	--	--	46% 6	23% 3	31% 4	0% 0	0% 0	0% 0
d. The housing office staff is doing all they can to make the community appealing to Residents	86.2	--	--	46% 6	38% 5	15% 2	0% 0	0% 0	0% 0
e. Compared to other communities that I have lived in, this is the best managed	83.3	--	--	38% 5	31% 4	23% 3	0% 0	0% 0	8% 1
f. Based on my feelings today, I would seek housing in this community again	81.5	--	--	46% 6	23% 3	23% 3	8% 1	0% 0	0% 0

Score Ratings

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

Resident Results By Question, Sorted Highest Score to Lowest

Question	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
2a. Ease of contacting when questions or problems arise	96.9	--	--	85% 11	15% 2	0% 0	0% 0	0% 0	0% 0
2c. Courtesy and respect with which you are treated	96.9	--	--	85% 11	15% 2	0% 0	0% 0	0% 0	0% 0
2b. Follow-up after problems are reported to be sure that they have been resolved	96.7	--	--	77% 10	15% 2	0% 0	0% 0	0% 0	8% 1
6c. Professionalism with which you were treated by the Army Housing Staff	96.7	--	--	77% 10	15% 2	0% 0	0% 0	0% 0	8% 1
6d. Follow-up and continuing contact with the Army Housing Staff	96.7	--	--	77% 10	15% 2	0% 0	0% 0	0% 0	8% 1
2e. Frequency of contact and communications	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
2f. Willingness to respond to your needs	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
2g. Clarity of communication with you	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
4a. Safety	95.4	--	--	77% 10	23% 3	0% 0	0% 0	0% 0	0% 0
6e. Overall level and quality of the Army Housing Staff	94.5	--	--	62% 8	23% 3	0% 0	0% 0	0% 0	15% 2
3c. Courtesy of maintenance personnel	94.0	--	--	54% 7	23% 3	0% 0	0% 0	0% 0	23% 3
1d. Exterior signage, if applicable	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
2d. Ability to do what is required to keep you satisfied	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
2h. Willingness to do what they say they will do	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
2i. Policies and procedures of the community	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
2j. Overall level and quality of service you are receiving	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
4b. Security	93.8	--	--	69% 9	31% 4	0% 0	0% 0	0% 0	0% 0
1g. Maintenance of recreation area, if applicable	93.3	--	--	62% 8	31% 4	0% 0	0% 0	0% 0	8% 1
3a. Responsiveness of maintenance personnel	93.3	--	--	62% 8	31% 4	0% 0	0% 0	0% 0	8% 1
4d. Current pet policies	93.3	--	--	69% 9	15% 2	8% 1	0% 0	0% 0	8% 1
1a. Visual appeal of the community	92.3	--	--	62% 8	38% 5	0% 0	0% 0	0% 0	0% 0
1c. Cleanliness of the housing unit exterior	92.3	--	--	62% 8	38% 5	0% 0	0% 0	0% 0	0% 0
1e. Maintenance of entry ways and common areas	92.3	--	--	62% 8	38% 5	0% 0	0% 0	0% 0	0% 0
1h. Condition of parking areas, sidewalks and common areas	92.3	--	--	69% 9	23% 3	8% 1	0% 0	0% 0	0% 0

Score Ratings

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

Resident Results By Question, Sorted Highest Score to Lowest

Question	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
1i. Exterior lighting	92.3	--	--	69% 9	23% 3	8% 1	0% 0	0% 0	0% 0
1j. Entry way lighting	92.3	--	--	69% 9	23% 3	8% 1	0% 0	0% 0	0% 0
6a. Ease of the assignment process, if used within the last 12 months	92.0	--	--	46% 6	31% 4	0% 0	0% 0	0% 0	23% 3
3e. Follow-up on maintenance requests to ensure satisfaction	91.7	--	--	62% 8	23% 3	8% 1	0% 0	0% 0	8% 1
7a. When the housing office staff promises to do something by a certain time, they do it	91.7	--	--	54% 7	38% 5	0% 0	0% 0	0% 0	8% 1
3b. Problem resolution	90.0	--	--	62% 8	23% 3	0% 0	8% 1	0% 0	8% 1
3d. Quality of maintenance work	90.0	--	--	54% 7	31% 4	8% 1	0% 0	0% 0	8% 1
1b. Overall condition of the community	89.2	--	--	46% 6	54% 7	0% 0	0% 0	0% 0	0% 0
1f. Landscaping	89.2	--	--	46% 6	54% 7	0% 0	0% 0	0% 0	0% 0
5e. Appliances	86.7	--	--	46% 6	38% 5	0% 0	8% 1	0% 0	8% 1
7d. The housing office staff is doing all they can to make the community appealing to Residents	86.2	--	--	46% 6	38% 5	15% 2	0% 0	0% 0	0% 0
6b. Ease of the wait list process, if used within the last 12 months	84.0	--	--	46% 6	15% 2	0% 0	15% 2	0% 0	23% 3
4c. Parking	83.3	--	--	46% 6	23% 3	15% 2	8% 1	0% 0	8% 1
7e. Compared to other communities that I have lived in, this is the best managed	83.3	--	--	38% 5	31% 4	23% 3	0% 0	0% 0	8% 1
5d. Heating and air conditioning systems if applicable	83.1	--	--	46% 6	38% 5	8% 1	0% 0	8% 1	0% 0
7c. I would recommend this community to others	83.1	--	--	46% 6	23% 3	31% 4	0% 0	0% 0	0% 0
7f. Based on my feelings today, I would seek housing in this community again	81.5	--	--	46% 6	23% 3	23% 3	8% 1	0% 0	0% 0
4e. Recreational amenities within the housing areas	80.0	--	--	46% 6	23% 3	8% 1	8% 1	8% 1	8% 1
5f. Overall condition when you moved in	80.0	--	--	38% 5	38% 5	15% 2	0% 0	8% 1	0% 0
7b. Overall Resident morale at the community is good	80.0	--	--	23% 3	54% 7	8% 1	8% 1	0% 0	8% 1
5g. Pest control	78.2	--	--	38% 5	23% 3	8% 1	8% 1	8% 1	15% 2
4f. Visitor parking	76.9	--	--	38% 5	38% 5	0% 0	15% 2	8% 1	0% 0
5b. Size of housing compared to off post housing	64.6	--	--	31% 4	8% 1	31% 4	15% 2	15% 2	0% 0
5a. Value of home compared to the monthly BAH-OHA	63.1	--	--	23% 3	23% 3	23% 3	8% 1	23% 3	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

Resident Results By Question, Sorted Highest Score to Lowest

Question	Curr. Score	Prior Score	Curr. - Prior	5	4	3	2	1	0
5c. Design and layout	60.0	--	--	15% 2	23% 3	23% 3	23% 3	15% 2	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

Count and Percent of Responses - Supplemental Questions

8) What is your rank? (Most Senior if dual military.)	Count	Percent
E1 - E4	2	15.4%
E5 - E6	3	23.1%
E7 - E9	7	53.8%
W1 - W3	0	0.0%
W4 - W5	0	0.0%
O1 - O3	0	0.0%
O4 - O5	0	0.0%
O6	1	7.7%
O7 - O10	0	0.0%
DOD/Federal Civil	0	0.0%
Retiree	0	0.0%
Civilian/Other	0	0.0%
No Answer	0	0.0%
Total	13	100.0%

10) Would loss of Army funded on-base services (such as child care centers, golf courses, gyms, etc.) impact your decision to live in Government-owned or leased Family Housing?	Count	Percent
Yes	9	69.2%
No	3	23.1%
Don't Know or No Opinion	1	7.7%
No Answer	0	0.0%
Total	13	100.0%

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

Resident to Housing Chief			
Satisfaction Index / BSF	Resident	HC	Difference
Overall	91.1	90.0	1.1
Property	90.0	84.0	6.0
Service	92.8	93.0	0.2
Readiness to Solve Problems	95.9	95.0	0.9
Responsiveness & Follow-Through	94.1	100.0	5.9
Property Appearance & Condition	91.9	76.0	15.9
Quality of Management Services	93.8	100.0	6.2
Quality of Leasing Services	96.0	100.0	4.0
Quality of Maintenance Services	91.7	80.0	11.7
Property Rating	86.0	100.0	14.0
Relationship Rating	90.6	96.0	5.4
Renewal Intention	82.6	90.0	7.4

Resident to Garrison Commander			
Satisfaction Index / BSF	Resident	GC	Difference
Overall	91.1	--	--
Property	90.0	--	--
Service	92.8	--	--
Readiness to Solve Problems	95.9	--	--
Responsiveness & Follow-Through	94.1	--	--
Property Appearance & Condition	91.9	--	--
Quality of Management Services	93.8	--	--
Quality of Leasing Services	96.0	--	--
Quality of Maintenance Services	91.7	--	--
Property Rating	86.0	--	--
Relationship Rating	90.6	--	--
Renewal Intention	82.6	--	--

Garrison Commander to Housing Chief			
Satisfaction Index / BSF	GC	HC	Difference
Overall	--	90.0	--
Property	--	84.0	--
Service	--	93.0	--
Readiness to Solve Problems	--	95.0	--
Responsiveness & Follow-Through	--	100.0	--
Property Appearance & Condition	--	76.0	--
Quality of Management Services	--	100.0	--
Quality of Leasing Services	--	100.0	--
Quality of Maintenance Services	--	80.0	--
Property Rating	--	100.0	--
Relationship Rating	--	96.0	--
Renewal Intention	--	90.0	--

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

Garrison Commander Results Summary

Overall Score and Response Details

Overall Score

Surveys Distributed	1
Surveys Received	0
Response Rate	0.0%

No Garrison Commander surveys were returned.

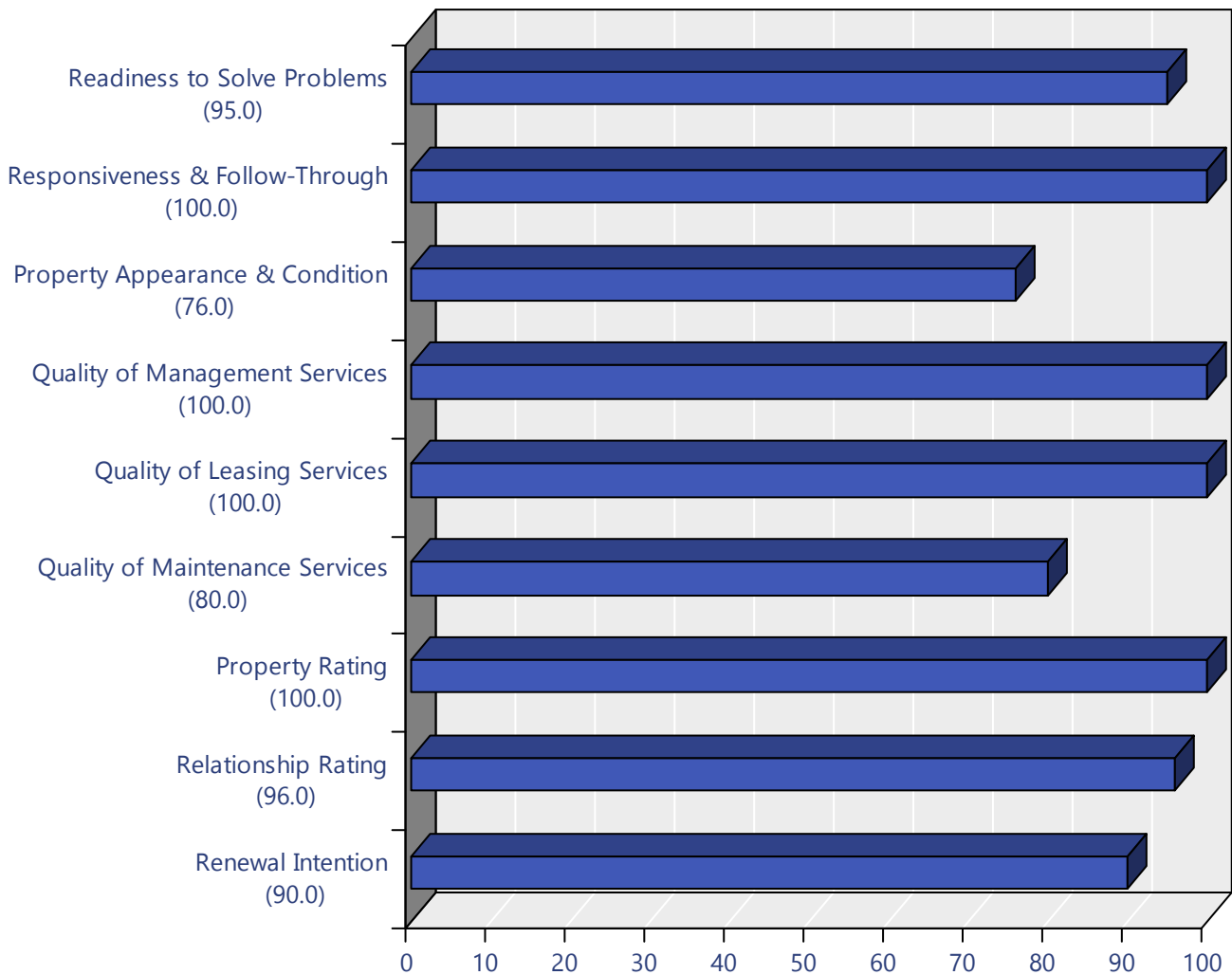
Score Ratings

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

Housing Chief Results Summary

Overall Score and Response Details	
Overall Score	90.0
Surveys Distributed	1
Surveys Received	1
Response Rate	100.0%

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

Housing Chief Results By Question

1. With regard to the appearance and condition of the community, how satisfied are you with:	Curr. Score	5	4	3	2	1	0
a. Visual appeal of the community	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
b. Overall condition of the community	60.0	0% 0	0% 0	100% 1	0% 0	0% 0	0% 0
c. Cleanliness of the housing unit exterior	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
d. Exterior signage, if applicable	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
e. Maintenance of entry ways and common areas	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
f. Landscaping	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
g. Maintenance of recreation area, if applicable	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
h. Condition of parking areas, sidewalks and common areas	60.0	0% 0	0% 0	100% 1	0% 0	0% 0	0% 0
i. Exterior lighting	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
j. Entry way lighting	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0

2. How would you evaluate your Army Housing team with regard to:	Curr. Score	5	4	3	2	1	0
a. Ease of contacting when questions or problems arise	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
b. Follow-up after problems are reported to be sure that they have been resolved	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
c. Courtesy and respect with which you treat Residents	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
d. Ability to do what is required to keep Residents satisfied	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
e. Frequency of contact and communications with Residents	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
f. Willingness to respond to Resident needs	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
g. Clarity of communication with Residents	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
h. Willingness to do what you say you will do	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
i. Policies and procedures of the community	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
j. Overall level and quality of service you provide	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
k. Quality of reports prepared	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
l. Timeliness, accuracy and quality of rent collection	--	0% 0	0% 0	0% 0	0% 0	0% 0	100% 1

Score Ratings

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

Housing Chief Results By Question

2. How would you evaluate your Army Housing team with regard to:	Curr. Score	5	4	3	2	1	0
m. Frequency of contact with the Garrison Commander	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
3. How would you rate your satisfaction with maintenance services:	Curr. Score	5	4	3	2	1	0
a. Responsiveness of maintenance personnel	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
b. Problem resolution	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
c. Courtesy of maintenance personnel	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
d. Quality of maintenance work	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
e. Follow-up on maintenance requests to ensure satisfaction	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
4. How satisfied are you with each of the following features of the community:	Curr. Score	5	4	3	2	1	0
a. Safety	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
b. Security	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
c. Parking	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
d. Current pet policies	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
e. Recreational amenities within the housing areas	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
f. Visitor parking	100.0	100% 1	0% 0	0% 0	0% 0	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. Value of home compared to the monthly BAH-OHA	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
b. Size of housing compared to off post housing	60.0	0% 0	0% 0	100% 1	0% 0	0% 0	0% 0
c. Design and layout	60.0	0% 0	0% 0	100% 1	0% 0	0% 0	0% 0
d. Heating and air conditioning systems if applicable	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
e. Appliances	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
f. Overall move in condition	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
g. Pest control	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0

Score Ratings

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

Housing Chief Results By Question

6. How would you evaluate the Army Housing Staff for the last 12 months?	Curr. Score	5	4	3	2	1	0
a. Ease of the assignment process	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
b. Ease of the wait list process	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
c. Professionalism with which Residents were treated by the Army Housing Staff	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
d. Follow-up and continuing contact with Residents	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
e. Overall level and quality of the Army Housing Staff	100.0	100% 1	0% 0	0% 0	0% 0	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 I promise to do something by a certain time, I do it	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
b. Overall Resident morale at the community is good	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0
c. I would recommend this community to others	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
d. I am doing all I can to make this community appealing to Residents	100.0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0
e. Compared to other communities, this is the best managed	--	0% 0	0% 0	0% 0	0% 0	0% 0	100% 1
f. I rate the likelihood of Residents seeking housing in this community again as ...	80.0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0

Score Ratings

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

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.

Tobyhanna AD Owned FH Consolidated Report has 1 Platinum A List Award winner and 0 A List Award winners, for a total of 1 Award winner out of 1 properties surveyed (100.0%).

Properties Receiving Platinum A List Award		
Multifamily criteria: Service Satisfaction Score of at least 92.7, and a Response Rate of at least 20%.		
	Property Name	Service Score
1	Tobyhanna AD, Government Owned	92.8
	Response Rate	
	65.0%	

Properties Receiving A List Award		
Multifamily criteria: Service Satisfaction Score of at least 85.0, and a Response Rate of at least 20%.		
No properties have achieved this award level.		

The REACT Resident Satisfaction & Opinion Survey Process

CEL & Associates, Inc. ("CEL") developed the REACT Resident Satisfaction & Opinion Survey Process as a means of assisting real estate organizations to become Best In Class enterprises. To create REACT, CEL worked with Opinion Survey Specialists, Statisticians, Property Management Firms, Property Managers¹, Building Owners, Research Analysts, Residents¹ 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 Resident 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: Residents, Housing Chiefs, 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.

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

Survey Methodology

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

The Survey

The survey instrument for OACSIM Army Housing included one survey instrument containing 49 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 20 surveys to the properties in **Tobyhanna AD Owned FH Consolidated Report** in January 2018. The data collection period was closed March 04, 2018. CEL received 13 valid Resident surveys, resulting in a response rate of 65.0%. In addition, 1 Garrison Commander survey was distributed and 0 (0.0%) were received; 1 Housing Chief survey was distributed and 1 (100.0%) was received. Comments from Resident surveys were provided to OACSIM Army 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 Residents 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 Residents are not being met. Taking action in these areas can remove obstacles to Residents 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. Residents 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. Resident 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.

Appendix

- ◆ **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 Residents, but an expression of a majority of Residents. Remediation of each problem area is essential if the property is to improve its financial and operational performance.
- ◆ **Scores below 55 (“Crisis”)** - When a significant majority of the Residents 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 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 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 year. CEL & Associates, Inc. is fully prepared to assist you further, whether it is providing additional analysis of survey results, consulting with your management team, or providing customer service training. We look forward to helping you assess the success of these efforts, and to plan new directions for improvement with each survey process.

Thank you for choosing CEL & Associates, Inc.'s REACT Resident 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.



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