



**The EPMS Shopping Report Performance Comparison  
A Multifamily Industry Benchmark  
1<sup>st</sup> Quarter 2009**

We are reminded daily that we are living in an era of economic uncertainty that may get worse before it gets better. The stock market is at its lowest level in years, home foreclosures are on the rise, housing starts are down, and the credit freeze has largely brought consumer and business activity to a standstill. We are experiencing the economic equivalent of what meteorologists call a *perfect storm*.

In March, the unemployment rate rose to 8.5%, the highest percentage since 1983. Consumer confidence was at 26%, a +0.7% change from a month earlier. The current national multifamily rental vacancy rate now stands at 6.1%. Foreclosed homes and unsold condominiums have increased competition in the rental market. The rising number of home foreclosures would generally indicate more renters. This trend would be the case but these times are by no means normal. Job security remains low as job loss continues to sweep across America. The simple fact is you need a job to pay your rent.

So, where are the would-be renters? Doesn't declining home ownership drive rental demand? According to the United States Census Bureau, many would-be renters are being forced to take a conservative approach to living, doubling up in an apartment or moving in with family. The result is fewer new household formations. All of this has created a difficult business environment and no one can predict what it will look like when it is over.

What does a company do to survive in an economic down turn? Margaret J. Wheatley, a writer and management consultant who studies organizational behavior says, "In troubled, uncertain times, we don't need more command and control. We need better means to engage everyone's intelligence in solving challenges and crises as they arise." This seems to be on the mind of our industry's educational leaders. During a recent teleconference which included several top property management education leaders, the topic of discussion was 'Employee Development in a Downturn'. Overall, the focus was on raising the bar in these economic times, cutting back on things generating little or no return, and focusing on what they do best. These leaders may be on the right track, according to a recent article written in PondBiz Magazine. "*Great companies rise to the top in an economic down turn. They make room for growth by "cleaning up" ineffective programs and learning from their challenges. As their resilience builds, they aggressively position themselves ahead of the competition.*"

We are observing property management companies aggressively looking for the "silver lining in the cloud", mobilizing their resources to seize new opportunities. They are focusing on what they have control over and responding proactively to those things they cannot control - the economy. These companies understand the need to continuously enhance employees' skills to stay ahead of the competition. They motivate their employees to deliver top-notch customer service. They embrace change to innovate and succeed. One of our Benchmark participants summed it up well, "Our focus during this down turn is not to survive but to thrive."

It is with that thriving spirit that we salute you, our customers. This spirit has allowed **Ellis, Partners in Mystery Shopping** to serve the property management industry for 25 years. Ten years ago, we developed "The Benchmark" as a tool to help you determine how property management organizations measure up to the top national and regional companies in the industry. The standard benchmark questions encompass 10 leading and universal performance questions common to all telephone and in-person mystery shopping reports. By measuring the affirmative answers to these ten questions, we rank participating companies on a fair, weighted and equal basis according to their average shopping report score. A minimum of 40 shops during the quarter is required in order to be included in "The Benchmark" comparison and thereby benefit from knowing exactly how your leasing team performance compares to that of other companies.

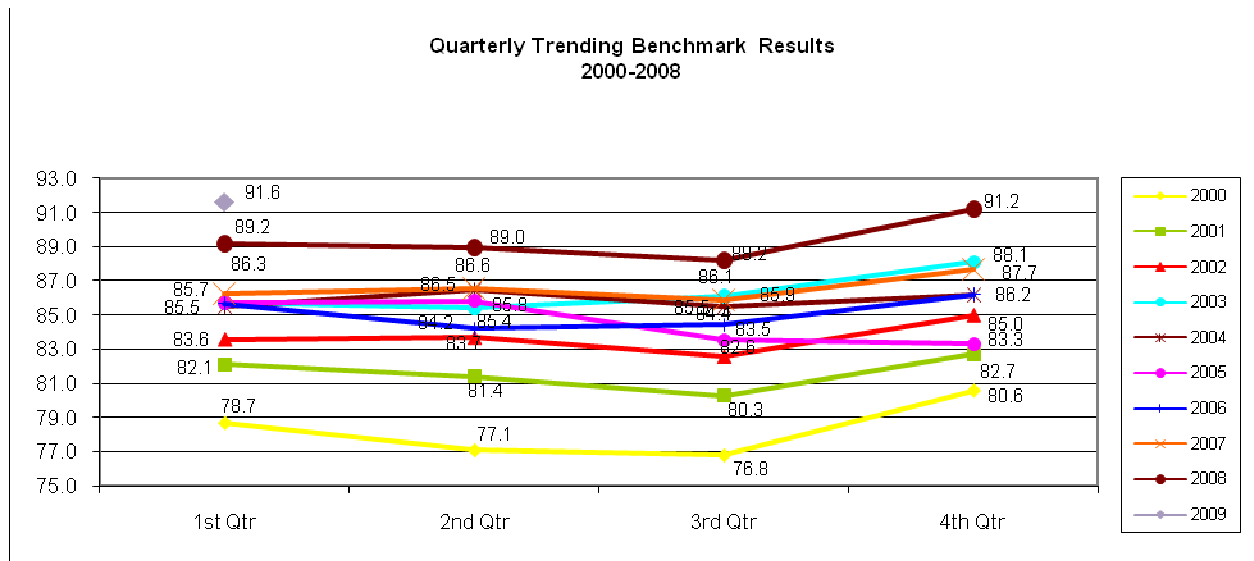
**40 Participating Companies Representing 4,636 Total Shops!** We welcome Venterra Realty to the survey this quarter. We extend many thanks to all of the current companies who contributed their shopping report data for the First Quarter, 2009 *Shopping Report Performance Comparison*.

- |                              |  |                                |
|------------------------------|--|--------------------------------|
| Alliance Residential Company | Gables Residential Services              | RAM Partners, LLC              |
| Amlri Residential            | Greystar Management Services / JPI, Inc. | SARES•REGIS Group              |
| BH Management Services, Inc. | Legacy Partners Residential, Inc.        | Sequoia Equities               |
| Bozzuto & Associates         | Lincoln Property Company                 | Simpson Property Group         |
| BRE Properties               | Lynd Company, The                        | Tarragon Management, Inc.      |
| Capreit                      | Lyon Apartment Communities               | The Bainbridge Companies       |
| Capstone Real Estate         | Madison Apartment Group LP               | UDR                            |
| Carmel Partners              | Milestone Management                     | Venterra Realty                |
| Colonial Properties Trust    | Mission Residential, LLC                 | Village Green Companies        |
| CTL Management, Inc.         | Northland Investment Corporation         | Waterton Residential           |
| CWS Apartment Homes          | Pinnacle                                 | Weidner Apartment Homes        |
| E & S Ring Corporation       | Post Properties                          | Western National Group         |
| Fairfield Residential        | Prometheus Real Estate Group             | ZOM Residential Services, Inc. |
| Fogelman Management Group    |  |                                |

**First Quarter 2009 Average Score Spikes Again! What a Way to Start the New Year!** This quarter’s participating companies achieved another record breaking average Benchmark score of **91.6%**, beating the fourth quarter, 2008 score of 91.20%. The top five finishers in this quarter’s contest had an astounding average score of 96.79%. This trend proves companies can raise the bar and surge over the top in spite of the economic conditions.

1 <sup>st</sup> Quarter	Overall Average	Company Score – Average Ranges		Total Shops
		High	Low	
1 <sup>st</sup> Quarter 2009	91.6%	97.6%	75.8%	4,636
1 <sup>st</sup> Quarter 2008	89.2%	96.3%	73.4%	4,987
1 <sup>st</sup> Quarter 2007	86.3%	94.9%	70.8%	5,809
1 <sup>st</sup> Quarter 2006	85.7%	95.2%	66.9%	4,475
1 <sup>st</sup> Quarter 2005	85.7%	94.1%	70.0%	4,540
1 <sup>st</sup> Quarter 2004	85.5%	93.8%	78.1%	4,064
1 <sup>st</sup> Quarter 2003	85.7%	91.6%	76.6%	3,147
1 <sup>st</sup> Quarter 2002	83.6%	88.8%	71.8%	2,323
1 <sup>st</sup> Quarter 2001	82.1%	88.8%	66.3%	1,893
1 <sup>st</sup> Quarter 2000	78.7%	85.9%	64.3%	1,267

**Quarterly Trending: The Benchmark trend continues to climb with a remarkable all time high of 91.6%!** Performance is strengthening as competition continues to build. Below is a ten year summary of the quarterly trend. This performance push is indicative of an enhanced focus to provide top notch service to every potential customer that walks through the door.



**Gables Residential Repeats the Top Position with a 97.59% Average Benchmark Score!** Despite economic distractions, Gables has once again achieved the highest average shopping report score for the quarter. This quarter marks their 15<sup>th</sup> first place win, and 24<sup>th</sup> time in the top three. **Jana Muma**, Vice President of Training, expressed her enthusiasm for her company's consistent top performance:

*"I am honored to congratulate our Gables team once again! Your tireless effort to our success is evidenced by these results. We raised the bar this quarter by changing our criteria in the midst of extremely challenging conditions and you didn't miss a beat, which is a true reflection of your strength. Congratulations!"*

**SARES•REGIS Group Achieves their Highest Shopping Report Score Average since Participating in the Benchmark and takes 2nd Place!** The SARES•REGIS team has quickly advanced to the second place position with an impressive average of 97.38%. A remarkable 2.33%+ gain from their fourth quarter, 2008 score. Director of Training, **Nadine Peiffer-Seitz**, is elated by her team's performance, *"We are thrilled and extremely proud of all of our associates for this outstanding achievement. The continued dedication of our on-site teams is an integral part of SARES•REGIS Group's success. This first quarter result is testament to their commitment to superior customer service and the highest standards of integrity."*

**CWS Apartment Homes Claims the 3rd Place Position for the Second Consecutive Quarter!** The CWS team is by no means a stranger to the top of the Benchmark. They remain consistent with a strong and steady score of 96.46%. **Shellie McDaniel**, Assistant Director of Operations, shared these comments on this recent achievement, *"As a company, we are elated not only are we in the top five, but more importantly, that each of our associates have a commitment to excellence in providing the highest quality service to our prospects and guests."*

**Tarragon Management, Inc. comes in 4<sup>th</sup> Place with an Average Score of 96.28%! Vice President of Education, Wendy Muse**, had this to say about her team's achievement, *"Our on-site team members are truly unbelievable and consistently make us proud. We've asked them to dig deep this quarter through demanding economic conditions, company challenges, and even a new software conversion and they've performed brilliantly. Their tenacity and drive continue to exceed our expectations."*

**Amlı Residential rounds out the Top Five with an Average Score of 96.24%! "We are thrilled with our team's achievement! It is recognition for the entire group, but it took each individual's focus to reach this level of performance. We appreciate everyone's efforts and drive to make this happen," said Carol Gardner**, Senior Vice President, Education.

These companies understand that their Benchmark achievement directly influences leasing performance. Their effort to earn higher scores is resulting in high quality sales presentations and more leases.

### **Leading in Challenging Times: Step Back, Reflect and Make Adjustments**

#### ➤ **STEP BACK**

Our greatest challenges are often our greatest teachers. They shift our thoughts, behaviors, strategies and actions to ultimately challenge our future growth. Bold and determined describe the attitude of the companies we interviewed this quarter. **Jana Muma** believes, "Now is the time to raise the bar." She tells us, "We knew going into 2009 that it would be a difficult year. We started repositioning early because we knew what was coming. We did not miss an opportunity to communicate what was happening from the top down." **Muma** continued, "Increasing communication has allowed us to speak to our fears and concerns and have an open relationship to discuss and resolve issues. It has created an opportunity to reach from within and communicate with each other on how we were going to be the very best at what we do."

Despite Gables' strong leasing performance and successful track record on the Benchmark, they chose to raise their 2009 performance expectations. They changed several of their shopping report questions to make the report more sales and service focused. "There are some tough questions on this new report. We did not know what to expect as a result of the change. Our employees worked harder and longer and exceeded our expectations," says **Muma**. The Gables employees accepted the challenge presented to them, responding with an unwavering commitment to perform at a high level.

This recession is motivating leaders to get closer to their employees, customers, and reassess their direction. **Wendy Muse** tells us, "We had to make adjustments at all levels of our organization. It has brought us closer as a team in many ways. We've learned what our priorities must be. You get lean, pick your battles and realize what you can do without." She added, "Our employees are stepping up and making us proud. You really see the super stars rise to a new level and the unsung heroes do whatever it takes."

➤ **REFLECT**

It may be hard to escape the feeling of doom and gloom these days. “Fear of the unknown” often takes over people’s minds and blurs their vision. However, in any downturn, even the Great Depression, there are positive changes and inspiring innovations which rise out of the darkness.

To overcome these understandable fears, many top-level executives are getting in front of their employees, every chance they get. “We are encouraging employees by sending the message that we are going to make it through this time. Showing them the possibility that lies ahead,” said **Carol Gardner**. These are the lessons that push us to “thrive” and not merely just “survive.” **Shellie McDaniel** says, “It is more important now than ever before to get in front of our employees. To ask questions and listen to what they are going through. By doing so, it sends the message that the entire company is behind them.” She goes on to say, “Constant contact is critical to manage and measure job performance.” The companies we spoke with are prepared to give their Leasing Professionals every tool they need to succeed.

Leaders that reflect back and draw from their experience can provide encouragement to those who have never experienced challenging economic times. The collapse of the 80’s real estate bubble is still a close memory for some. It may not have been the “perfect storm” but it taught many tough lessons. **Gardner** says, “We have become more nimble and more flexible. We are assessing each community’s and individual’s performance more quickly so we can change things when we need to. We are closely evaluating every program and making sure we are focused on the things that will make a difference at the community level.”

➤ **MAKE ADJUSTMENTS**

No one wants to listen to new ideas during good times because there is no reason to change. It is the challenging times that require well thought out process improvements and innovation. Now is the time to ask, “What if?” and “Why not?” In difficult times, leaders make sure everyone is engaged and focused on the goal. Communication and encouragement, especially from the top, is critical to a positive outcome. During a time when many companies are reducing staff, companies like Amli have increased their number of corporate marketing employees. According to **Gardner**, “The additional support supplements the onsite employee, freeing up their time to focus on the customer. We are seeing an increase in customer traffic too.”

SARES•REGIS Group is focusing on turning any negativity into possibility. **Nadine Peiffer-Seitz** comments, “We want to accentuate the positive. When we hear negativity, we remove it.” This is the marching order for many of the companies we interviewed. **Focus on the things you can control and do not waste time on what you cannot.** The 2009 motto for CWS Apartment Homes is “The Gold Standard”. **McDaniel** says, “It is discussed in ALL meetings with all associates. When our associates provide this level of service, everything else falls into place.”

As leaders, these are times requiring sacrifice, hard work, and perseverance. People need to see their leaders are not afraid, they believe in the organization, and are committed to success. The hard work invested now will create a much stronger and stable future. Each individual controls how they perceive the economy, how they will respond to it, and how they learn and grow from it. If seen in the right light, an economic downturn can be a blessing in disguise. Are you prepared, ready and willing to take on the challenge?

We surveyed leading property management companies to see how they were adapting to the challenging apartment market conditions. What fundamental changes and adjustments are being made to address a decline in demand combined with in many markets, an increase in supply? Despite the drastic downturn in many markets, our survey participants continue to focus on customer service and resident retention as a #1 priority in 2009. Attached is a **SPECIAL INSERT** with the detailed responses of what your industry peers are doing to maintain their strength and competitive edge. The attached survey addresses what companies are doing in terms of training, customer service and employee retention as well as leasing bonus for each move in. Although overall revenues have declined, most companies have not reduced their leasing bonus programs and commitment to aggressive marketing. It is still all about getting more customers in the door, moving them in and keeping them longer!

Thank you for your participation in the quarterly survey. We appreciate the feedback that you provide to make this report informative and a reliable resource to fellow industry peers. We hope you will find Ellis, Partners in Mystery Shopping to be not only the finest source for mystery shopping but also a training resource for your organization. Additional support and information can be found in “Resources” offered on our website, [www.epmsonline.com](http://www.epmsonline.com).

Sincerely,  
Joanna Ellis, CAPS  
President



**SHOPPING REPORT PERFORMANCE COMPARISON®  
MULTIFAMILY INDUSTRY BENCHMARK  
FIRST QUARTER, 2009**

	TELEPHONE PRESENTATION		ON-SITE PRESENTATION								CLIENT OVERALL AVERAGE
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	
	Set Appointment	Telephone Number	First Impression	Identify Specific Needs	Discuss/ Show Property	Apt. Condition	Feature/ Benefit Sell	Overcome Objection	Ask for Deposit	Lease from Agent	
<b>QUESTION OVERALL AVERAGE</b>	<b>93.33%</b>	<b>86.00%</b>	<b>95.32%</b>	<b>93.40%</b>	<b>95.30%</b>	<b>95.94%</b>	<b>94.54%</b>	<b>96.74%</b>	<b>74.76%</b>	<b>90.64%</b>	<b>91.60%</b>
Gables Residential	99.14%	95.26%	98.28%	98.71%	98.71%	97.84%	99.57%	99.57%	94.40%	94.40%	<b>97.59%</b>
SARES-REGIS Group	99.03%	94.17%	98.06%	98.06%	100.00%	98.06%	97.09%	100.00%	91.26%	98.06%	<b>97.38%</b>
CWS Apartment Homes	97.92%	95.83%	97.92%	97.92%	100.00%	93.75%	100.00%	97.92%	87.50%	95.83%	<b>96.46%</b>
Tarragon Management, Inc.	100.00%	93.02%	97.67%	95.35%	100.00%	97.67%	100.00%	100.00%	83.72%	95.35%	<b>96.28%</b>
AmlI Residential	97.11%	94.22%	97.11%	97.69%	95.38%	98.84%	98.27%	98.27%	89.60%	95.95%	<b>96.24%</b>
CLIENT 6	100.00%	100.00%	100.00%	96.59%	93.18%	98.86%	94.32%	97.73%	86.36%	94.32%	<b>96.14%</b>
CLIENT 7	96.56%	94.84%	97.30%	98.28%	99.51%	98.28%	93.86%	98.53%	88.94%	92.87%	<b>95.90%</b>
CLIENT 8	97.92%	92.50%	97.50%	95.83%	99.58%	97.08%	95.42%	97.92%	90.42%	94.17%	<b>95.83%</b>
CLIENT 9	97.18%	89.44%	97.89%	97.18%	100.00%	98.59%	99.30%	98.59%	82.39%	97.18%	<b>95.77%</b>
CLIENT 10	97.41%	93.10%	100.00%	99.14%	97.41%	100.00%	96.55%	96.55%	79.31%	96.55%	<b>95.60%</b>
CLIENT 11	95.00%	91.67%	100.00%	96.67%	100.00%	96.67%	100.00%	98.33%	76.67%	95.00%	<b>95.00%</b>
CLIENT 12	94.55%	98.18%	98.18%	94.55%	96.36%	100.00%	92.73%	98.18%	81.82%	94.55%	<b>94.91%</b>
CLIENT 13	98.00%	88.67%	94.67%	97.33%	98.67%	98.00%	98.00%	98.67%	85.33%	90.67%	<b>94.80%</b>
CLIENT 14	97.70%	89.86%	97.70%	95.85%	97.70%	95.39%	97.70%	96.31%	79.72%	95.85%	<b>94.38%</b>
CLIENT 15	92.31%	92.31%	93.59%	100.00%	98.72%	100.00%	100.00%	92.31%	84.62%	88.46%	<b>94.23%</b>
CLIENT 16	97.22%	88.89%	95.83%	94.44%	95.83%	95.83%	98.61%	98.61%	77.78%	93.06%	<b>93.61%</b>
CLIENT 17	97.03%	88.12%	96.04%	95.05%	93.07%	95.05%	98.02%	96.04%	83.17%	93.07%	<b>93.47%</b>
CLIENT 18	98.28%	86.21%	91.38%	94.83%	94.83%	100.00%	91.38%	94.83%	91.38%	91.38%	<b>93.45%</b>
CLIENT 19	97.92%	91.67%	91.67%	89.58%	93.75%	91.67%	93.75%	100.00%	91.67%	89.58%	<b>93.13%</b>
CLIENT 20	95.65%	80.43%	97.83%	95.65%	100.00%	95.65%	95.65%	100.00%	73.91%	95.65%	<b>93.04%</b>

Participating Companies

Alliance Residential Company	Madison Apartment Group LP
AmlI Residential	Milestone Management
BH Management Services, Inc.	Mission Residential, LLC
Bozzuto & Associates	Northland Investment Corporation
BRE Properties	Pinnacle
Capreit	Post Properties
Capstone Real Estate	Prometheus Real Estate Group
Carmel Partners	RAM Partners, LLC
Colonial Properties Trust	SARES-REGIS Group
CTL Management, Inc.	Sequoia Equities
CWS Apartment Homes	Simpson Property Group
E & S Ring Corporation	Tarragon Management, Inc.
Fairfield Residential	The Bainbridge Companies
Fogelman Management Group	UDR
Gables Residential Services	Venterra Realty
Greystar Management Services / JPI, Inc.	Village Green Companies
Legacy Partners Residential, Inc.	Waterton Residential
Lincoln Property Company	Weidner Apartment Homes
Lynd Company, The	Western National Group
Lyon Apartment Communities	ZOM Residential Services, Inc.

\* Representing 4,636 shopping reports

**Benchmark 1st Place Company**  
Gables Residential  
Jana Muma, Vice President  
Learning & Development

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	TELEPHONE PRESENTATION		ON-SITE PRESENTATION								CLIENT OVERALL AVERAGE
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	
	Set Appointment	Telephone Number	First Impression	Identify Specific Needs	Discuss/ Show Property	Apt. Condition	Feature/ Benefit Sell	Overcome Objection	Ask for Deposit	Lease from Agent	
<b>QUESTION OVERALL AVERAGE</b>	<b>93.33%</b>	<b>86.00%</b>	<b>95.32%</b>	<b>93.40%</b>	<b>95.30%</b>	<b>95.94%</b>	<b>94.54%</b>	<b>96.74%</b>	<b>74.76%</b>	<b>90.64%</b>	<b>91.60%</b>
CLIENT 21	90.91%	90.91%	97.73%	95.45%	97.73%	97.73%	95.45%	95.45%	70.45%	97.73%	<b>92.95%</b>
CLIENT 22	96.59%	79.55%	97.73%	98.86%	97.73%	97.73%	100.00%	94.32%	71.59%	94.32%	<b>92.84%</b>
CLIENT 23	95.35%	83.72%	95.35%	90.70%	95.35%	100.00%	95.35%	100.00%	79.07%	90.70%	<b>92.56%</b>
CLIENT 24	89.66%	79.31%	100.00%	96.55%	100.00%	96.55%	100.00%	96.55%	65.52%	100.00%	<b>92.41%</b>
CLIENT 25	97.50%	82.50%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	82.50%	90.00%	<b>92.25%</b>
CLIENT 26	96.51%	82.56%	95.35%	95.35%	96.51%	97.67%	95.35%	96.51%	70.93%	89.53%	<b>91.63%</b>
CLIENT 27	96.05%	84.21%	92.76%	94.74%	93.42%	95.39%	96.05%	94.74%	73.03%	90.79%	<b>91.12%</b>
CLIENT 28	96.00%	87.20%	94.40%	90.40%	97.60%	94.40%	88.80%	96.00%	74.40%	88.00%	<b>90.72%</b>
CLIENT 29	91.55%	84.51%	95.77%	94.37%	92.25%	95.07%	92.96%	98.59%	66.20%	90.14%	<b>90.14%</b>
CLIENT 30	94.74%	71.93%	94.74%	98.25%	89.47%	96.49%	89.47%	92.98%	68.42%	89.47%	<b>88.60%</b>
CLIENT 31	93.86%	80.70%	98.25%	85.09%	99.12%	97.37%	92.11%	97.37%	48.25%	92.11%	<b>88.42%</b>
CLIENT 32	89.50%	78.63%	94.66%	90.84%	94.85%	94.27%	93.51%	95.42%	64.12%	87.60%	<b>88.34%</b>
CLIENT 33	91.46%	86.59%	93.90%	91.46%	90.24%	92.68%	91.46%	92.68%	63.41%	86.59%	<b>88.05%</b>
CLIENT 34	94.67%	74.67%	93.33%	96.00%	93.33%	94.67%	96.00%	97.33%	48.00%	92.00%	<b>88.00%</b>
CLIENT 35	94.94%	86.08%	93.67%	81.01%	87.34%	92.41%	89.87%	94.94%	50.63%	86.08%	<b>85.70%</b>
CLIENT 36	90.00%	77.50%	87.50%	85.00%	87.50%	92.50%	87.50%	95.00%	47.50%	87.50%	<b>83.75%</b>
CLIENT 37	92.68%	63.41%	85.37%	90.24%	92.68%	87.80%	85.37%	90.24%	48.78%	73.17%	<b>80.98%</b>
CLIENT 38	70.71%	67.68%	91.41%	76.26%	83.33%	91.41%	89.90%	94.44%	46.46%	78.28%	<b>78.99%</b>
CLIENT 39	71.74%	60.87%	84.78%	89.13%	82.61%	89.13%	86.96%	95.65%	45.65%	73.91%	<b>78.04%</b>
CLIENT 40	68.83%	69.48%	80.52%	75.97%	81.17%	87.66%	79.87%	92.86%	50.65%	70.78%	<b>75.78%</b>

Participating Companies

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Aml Residential	Milestone Management
BH Management Services, Inc.	Mission Residential, LLC
Bozzuto & Associates	Northland Investment Corporation
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Gables Residential Services	Venterra Realty
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Company	What are you doing to remain strong in the following areas?			What is your number 1 focus for 2009?	What are you doing with leasing bonuses?	
	Training	Customer Service	Employee Satisfaction		Are you cutting or increasing leasing bonuses?	What is an average range of leasing bonuses?
CLIENT A	~ Delivered training platforms for quick and effective results	~ Built strong sense of value with current and potential customers	~ Rewarding strong performance frequently and immediately	~ Customer Service	~ None	~ N/A
CLIENT B	~ Increased online and web conference training	~ Continued focus on customer	~ Recognition for small and large victories	~ Marketing	~ None	~ \$60 - \$200 depending on lease term and rental rate
CLIENT C	~ Training focused on "the basics" ~ On-site training	~ Customer service program focused on the "customer's perspective"	~ Candid and frequent communication	~ Customer Service	~ None	~ 20% -50% of employee's salary is bonus
CLIENT D	~ Modernization of core classes focused on customer	~ Ongoing communication with employees focusing on customer	~ Constant recognition and reinforcement from all levels, including President	~ Resident retention	~ Increased bonus structure	~ Sliding commission scale (\$75 - \$125) based on property size
CLIENT E	~ Simplified training for immediate results ~ Allow employees self training options including to do lists	~ Developing a course that avoids "that is our policy" dialogue Each property is responsible for developing a "real" retention strategy based on customers' experiences	~ Rewarding employees experience through on board training and training for their continued professional development	~ Simplicity resulting in value and results	~ None	~ Bonus based on lease term and rental rate
CLIENT F	~ Creation of DVD training series to offset travel costs	~ New WebEx and classroom customer service training for leasing and maintenance	~ Employee surveys ~ Company recognition program (i.e., employee nominated by peers for super star service - "It's All About You" - program where employee awarded with their "likes" (i.e., favorite breakfast, sodas, candy, lunch, special gift)	~ Strong occupancy ~ Training all on-site employees before they arrive on property	~ None	~ \$25 - \$100 depending on property and occupancy
CLIENT G	~ Building online content ~ Leadership conference focused on sales and customer service	~ Designed new customer service program - "Who are we - internally and externally?"	~ Constant communication to motivate and encourage the value of each employee and the customer ~ Engagement of employee	~ Sales ~ Customer service	~ Increased bonuses	~ Bonus is based on getting the sale, creating value and value experience for customer
CLIENT H	~ Online training ~ Two day sales and marketing classes	~ N/A	~ N/A	~ Resident retention ~ Increased revenues ~ Effective marketing strategies	~ None	~ \$25 - \$50 depending on property

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<b>CLIENT I</b>	Increased classes (i.e., focus on shopping reports, marketing and leasing, mandatory online training) ~ Leasing reminders (i.e., closing and follow up tips)	~ Customer service is part of ALL classes	~ Keep employees involved/engaged Frequently utilizing training team on properties to support, motivate and mentor	~ Resident retention ~ Employee retention	~ None	\$25 - \$50 ~ depending on property
<b>CLIENT J</b>	~ Monthly training and refresher classes ~ On-site one-on-one training ~ Monthly "shop talk" conference calls	~ Class focused on exceeding customer expectations	Goal Boards and contests (highest number of net leases, increased occupancy, and resident retention) ~ Employee recognition and reward	~ Occupancy ~ Shopping reports ~ Customer service	Implemented leasing levels ~ (increasing bonuses based on quotas )	Bonus based on a percentage of the lease term amount
<b>CLIENT K</b>	~ Introduced a class on economics and impact on business ~ Monitor and ensure desired training requirements are met ~ Utilize video training	~ Increased awareness and emphasis on customer service ~ Introduced resident surveys	~ Enhanced incentive plan ~ Increased recognition ~ Additional employee developmental programs	~ Sales ~ Customer service	~ Increased bonuses	10%-28% of salary depending on position, performance, and tenure
<b>CLIENT L</b>	~ Classroom training ~ On line training	~ Resident surveys ~ "How are we doing?" surveys ~ "Special people" nominations (given by residents)	~ Quarterly employee surveys	Accountability - hiring the right people	~ None	\$25 per move-in (can increase/decrease depending on occupancy)
<b>CLIENT M</b>	~ Faster new hire training (i.e. one on one or small group)	~ Mandatory 'Success thru Service' class	~ Increased the dollar value of the gifts and added a 90-day and 1-year milestone gift	Increase employee and resident retention by 5%	~ None	~ \$40
<b>CLIENT N</b>	~ Internal university training ~ Online training	~ Monthly resident activities ~ Drawings, contests and resident appreciation programs	~ Employee surveys ~ Annual Town Hall meeting ~ Employee functions	~ Maximizing income ~ Employee retention	~ None	~ \$60 - \$120
<b>CLIENT O</b>	~ Career path courses ~ Advanced sales trainings	~ Resident surveys - "Customer service is the core of what we do!"	~ Introduced tenure program	~ Occupancy ~ All star performers	~ None	\$50 - \$150 ~ depending on property



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<b>CLIENT P</b>	~ Sales initiative focused on the basics ~ Training focused developing people into sales people	~ Customer service surveys that impact employee bonuses	~ Recognition programs	~ Operational excellence	~ None	~ \$50
<b>CLIENT Q</b>	~ Online training ~ Mentor program	~ Beta testing customer satisfaction survey tool	~ Recognition programs	Efficiency in all areas of procedures/methods (corporate & onsite)	~ Reduction on some properties	Based on a percentage of the net lease term
<b>CLIENT R</b>	~ Increased training (i.e., online and using Superstars for training)	~ Resident satisfaction survey with results tied to employee bonus	~ Owner monthly communication with all levels on company success	~ Customer Service	~ None	~ \$50
<b>CLIENT S</b>	Individualized training approach based on information collected in learning management system	Created focus group, comprised of all levels of organization to expand customer service program ~ Mandatory web based customer service program ~ Resident surveys	~ Employee surveys ~ Rebuild career site for recruitment and performance purposes	~ Sales ~ Customer service	~ None	\$35 - \$100 ~ depending on shop score
<b>CLIENT T</b>	~ Standardizing training ~ Updating curriculum ~ Incorporating interactive sessions	New program focused on solidifying customer service standards and commitment to excellence	~ Satisfaction surveys	Not just to survive but thrive	~ Increased bonuses	\$25 - \$150 depending on community, leasing goals and leasing volume
<b>CLIENT U</b>	~ Back to basics training Addition of classes (i.e., business writing, Microsoft Office, hosting quarterly meetings, etc.)	Stress importance of customer service - "The better service we can give, the better it is for everyone!"	~ N/A	~ Business development	Moderate change - reduce base, increase commission	Range up to \$200 depending on move in date, concession, shop scores, paperwork

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<b>CLIENT V</b>	~ Training to market effectively online using Face book, Twitter, etc.	~ Constant focus on customer service	~ N/A	Internet marketing/w eb design ~ (i.e., face book, YouTube, etc.)	~ None	~ 5% to 10% of lease value
<b>CLIENT W</b>	~ Rewrote training curriculum ~ Focused on basics	~ Advanced customer service course	~ Annual employee survey ~ Tenure program	~ Heads on Beds	~ None	\$50 - \$150 ~ depending on market
<b>CLIENT X</b>	~ Ongoing training	~ Remaining positive to emulate the message to our customer	~ Monthly telephone recognition of individuals and teams	~ Occupancy Aid residents faced with hard times ~ (i.e., job fairs, charitable organizations , etc.)	~ None	\$50- \$75 ~ depending on property and occupancy
<b>CLIENT Y</b>	~ Increased sales training and webinars	~ New Customer Service Program	~ Weekly President message, recognizing top performers	~ Sales Resident retention	~ None	~ N/A
<b>CLIENT Z</b>	~ Shop after training ~ Increased webinars (i.e., internet, sales) ~ Monthly telephone training for new hires	~ Review individual customer service scenarios and "do the right thing"	~ Contest for top performers and non performers	~ Focus on NOI	~ None	Varies depending ~ on market - based on % of revenue
<b>CLIENT AA</b>	~ Weekly webinars	~ Brainstorming webinars	~ Employee of the quarter program (nominated by peers)	~ Expense control ~ Customer service	~ None	\$50 - \$75 plus \$25 ~ bonus for "X" leases per month
<b>CLIENT AB</b>	~ Increased training through reduced webinars	~ Utilizing social networking to emphasize commitment to customer service	~ N/A	~ Technology	~ None	~ 1% of lease value
<b>CLIENT AC</b>	~ Updated sales and marketing classes delivered to every region	~ Resident surveys that affect year end bonuses	~ Positive motivation/praise ~ Quarterly President message by telephone Various contests	~ Resident retention ~ Outperform market	~ None	\$50 - \$100 ~ depending on property and occupancy

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<b>CLIENT AD</b>	~ Focused sales and follow up training  ~ Advanced marketing, internet and creative outreach ~ Increased webinars	~ Mandatory customer service class	~ Annual employee performance bonuses	Maximizing occupancy ~ and enhancing NOI ~ Employee development	Mandated ~ bonuses for all consultants	\$25 - \$50 ~ depending on occupancy
<b>CLIENT AE</b>	~ Increased classroom training (more interactive)	Back to the basics: "Treat people with the utmost respect and the business will come!" ~	Smaller management company mentality ~ "People stay for values of a company and feeling like they are a part of something."	~ Training for ALL	~ Increased team bonus	\$50 to \$100 ~ depending on property and occupancy
<b>CLIENT AF</b>	~ Training focused on basics	~ Annual resident survey	~ President communication on company stability and encouragement  ~ Employee functions (i.e., pancake breakfast)	Smart cash ~ flow management	~ None	\$25 - \$85 ~ depending on shop report score
<b>CLIENT AG</b>	Implemented new learning initiatives ~ (i.e., Certified Area Trainers, E-Learning, and Conferencing Collaboration)	Customers have choices - "Deal with people as though you've got them for only 24 hours."	~ "Leading Change" Program and "The Guiding Coalition" taskforce	Attract and ~ retrain best talent	~ Minimal bonus reduction	~ \$40 to \$50
<b>CLIENT AH</b>	Introduced class, Leasing Excellence, to ~ boast Superstars performance to help to motivate and drive results	New initiative - reground company and ~ reminders on importance of customer service	~ Rewards and recognition	~ Customer service ~ Leasing excellence	~ None	Based on ~ property's financial performance (% of salary)
<b>CLIENT AI</b>	~ Reduced training budget  ~ Address key organizational needs that support overall organizational initiatives  Realigned strategic training initiatives, ~ focusing on organizational needs, performance improvement and providing non-training solutions at times	Completed resident satisfaction study to ~ align the brand initiative with the action plan  Brand initiative focused on building a ~ company culture centered on a memorable "company" experience	~ Annual employee engagement study	Implementat ~ ion of brand initiative  ~ Green initiative  ~ Expense control	~ None	\$75 - \$150 ~ depending on monthly lease volume

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<b>CLIENT AJ</b>	~ Increased educational seminars and awareness of industry/economic climate	~ Focus on retention	~ Positive, repetitive feedback on successes and coaching areas of opportunities	~ Smart operation (i.e., retention, reduce expense, capital improvements)	~ Implementing bonus in 2009	~ \$5 - \$25 per lease
<b>CLIENT AK</b>	Introducing a new class every month (i.e., ~ Excel, business writing, realizing potential, advanced closing) ~ Improved new hire program ~ Mentor program	~ Green initiative	~ Annual managers and supervisor council ~ Employee appreciation day	~ Accentuate the positive ~ Smart operation ~ Customer service	~ None	\$100 average ~ depending on property
<b>CLIENT AL</b>	~ Introduced a class on economics and impact on business ~ Advanced leasing class	~ "Back to Basics" customer service class	~ Recognition programs	~ Occupancy ~ Customer service	~ None	~ \$25 - \$35 based on volume
<b>CLIENT AM</b>	~ Cross training all trainers, creating added interest in role ~ Efficient use of trainer's travel time	Rewrite core materials in context of current economic climate ~ Series of customer service training ~ Annual resident surveys	~ Employee surveys	~ Positive ROI ~ Customer service (employee and resident)	~ None	Bonus based on ~ revenue for each lease Employee can opt for lower hourly wage and higher bonus plan or vice versa
<b>CLIENT AN</b>	~ Using superstars as mentors	~ Focus on employees and increasing their potential	~ Focus on employees and increasing their potential	~ Employees (who impact occupancy and expenses)	~ None	~ \$35 to \$100
<b>CLIENT AO</b>	~ Everyone is training	~ New "Whole Team" customer service program	~ Quarterly manager award luncheon	~ Customer Service - ~ "Focus on what you can control and WIN" ~ Well trained employees	~ None	\$50 - \$75 ~ depending on occupancy and revenue

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<b>CLIENT AP</b>	~ Lunch and learn webinars (2x per month) ~ Introduced manager leadership course	~ Implemented customer service program modeled after the Ritz Carlton's program	~ In house employee surveys Better way contest - program that engages employees to make recommendations to VPO ~ Companywide support of Susan G. Komen Foundation	~ Customer service	~ None	\$50 - \$100 ~ depending on occupancy
<b>CLIENT AQ</b>	~ University training (i.e., leasing, marketing, shop reports)	~ Resident surveys - "We are in the hospitality business!"	~ N/A	~ Customer service	~ None	Sales professionals are commissioned ~ based (with a minimum base wage)
<b>CLIENT AR</b>	~ Training focused on "back to the basics"	~ Increased customer service training ~ Resident surveys	~ "Double or not prize for perfect shop" = \$1200 annually	~ Hiring the right people	~ Increased bonuses	% based on ~ operational performance
<b>CLIENT AS</b>	~ Incorporating industry and economic information into existing training	~ Resident surveys	~ Annual employee survey "Caught Making A Difference" program - nominated by fellow employees and/or residents/customers	~ Resident retention ~ Customer service	~ Increased bonuses	\$50 - \$150 ~ depending on occupancy
<b>CLIENT AT</b>	~ Increased training frequency	~ Increased awareness of customer service (via classroom training) ~ Internal contests	Challenging employees with special projects (i.e., training, industry designations, contests, recognition, etc.)	Increased Sales ~ Training = More Leases	~ Increased bonuses	\$35-65 plus \$200 ~ bonus based on quota
<b>CLIENT AU</b>	~ Training focused on "Back to the Basics" ~ Creation of programs to address selling in adverse market conditions	Training programs with emphasis on resident retention and creating an exceptional customer experience	~ Recognition ~ Promotion of volunteer/rescue program, promoting "corporate citizenship"	~ Customer Service ~ Resident retention	~ None	\$50-\$125 ~ depending on property and occupancy