

National Apartment Association

Mental and Emotional Health Study

Executive Summary 2023



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About this Study

Mental and emotional health continues to be an important topic, as staffing challenges and rising costs elevate pressures on rental housing industry professionals and directly impact the bottom line. In its continued commitment to monitor and evaluate trends in wellbeing, the National Apartment Association (NAA) and its Mental Health Subcommittee have completed the third annual Mental and Emotional Health Survey, conducted by Swift Bunny and sponsored by MRI Software.

The goals of the study were to identify changes in mental and emotional health since the inaugural study, continue to raise awareness of this critically important topic, identify key industry challenges, and enable NAA to provide resources that members can use to act.

The 2,512 respondents included corporate office personnel, regional operations team members, on-site employees, and NAA supplier partners. Read on to discover the current experiences of employees in the rental housing industry, areas of relative strength, as well as immediate opportunities for improvement.

Key Takeaways

- Every topic score in the 12-question survey decreased compared to the prior year, indicating a decline in employee perception of their own mental and emotional health
- The lowest scoring topics were related to survey respondents feeling more stressed than a year ago, stress about workload, and respondents' mental health interfering with their personal lives
- 40% of respondents feel stressed about their workload
- Matching the results of the past two years, 40% of respondents had to take time off in the last year due to not feeling emotionally well enough to do their jobs. 12% took one week or longer
- One in four respondents is unsure if their company offers resources to help support employee mental and emotional health
- 72% of respondents reported that they are likely to remain with their employer in the next 12 months
- Less than two-thirds of respondents agree they would recommend working in the rental housing industry

Rating Scale

Data was gathered for this brief, 12-topic survey through a two-dimensional approach, which included respondents' level of agreement with each of the 12 topics, as well as how important each topic was to them. Respondents submitted answers based on the following 5-point rating scales:

● 1-Totally Disagree	● 2-Disagree	● 3-Neutral	● 4-Agree	● 5-Totally Agree
● 1-Totally Unimportant	● 2-Unimportant	● 3-Neutral	● 4-Important	● 5-Totally Important

A/I Score

Survey results and individual topic scores are calculated and reported using Swift Bunny's proprietary Agreement/Importance (A/I) algorithm, which permits for prioritizing topics that should be addressed. The algorithm provides a priority score that is based upon the gap between the agreement and importance scores for a topic, the topic's level of importance, plus the topic's correlation with the likelihood to remain with the company. The A/I Score is reported as a whole number between 1 and 100. The lower a topic's A/I score, the greater the opportunity to improve the employees' experience.

Comparative Overview

TOPIC	A/I SCORE 1-100	A/I SCORE 1-100	A/I SCORE 1-100
	2023	2022	2021
Overall, I feel less stressed than I did a year ago	57	63	56
I rarely feel stressed about my workload	58	62	61
In the last month, my mental and emotional health has not interfered with my personal life	59	65	58
The demands of my job rarely interfere with my personal life	64	68	62
I rarely feel stressed about executive leadership	66	71	70
I feel emotionally well	66	71	66
Employee wellbeing is a priority at my company	66	72	71
In the last month, my mental and emotional health has not interfered with my productivity at work	67	71	66
My company's culture encourages a reasonable balance between work and personal life	67	71	69
I rarely have to work more than 40 hours a week	68	70	70
I rarely feel stressed about my interactions with team members	71	76	75
My company offers resources to help support employee mental and emotional health	72	76	74

The goals of the follow-up study were to identify changing trends in mental and emotional health since the inaugural study, continue to raise awareness of this critically important topic, identify areas which require attention, and support NAA's efforts to provide resources that members can use within their own organizations. All twelve topics decreased in score compared to the 2022 results, but four topics improved compared to the Fall 2021 results.

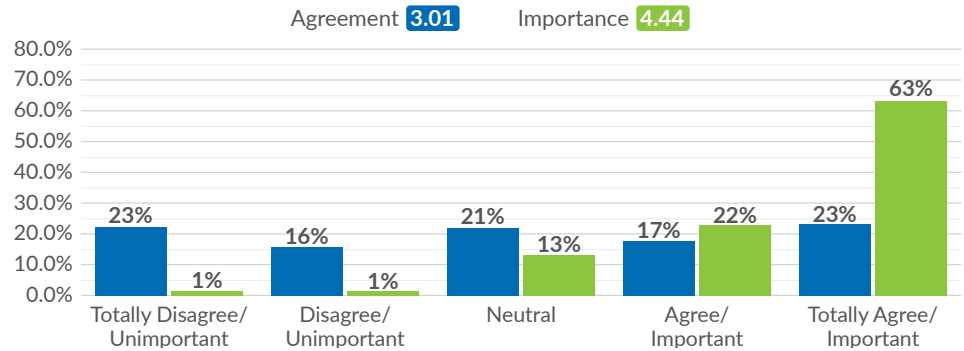
Topic

Overall, I feel less stressed than I did a year ago

A/I Score

Year	Score
2023	57/100
2022	63/100
2021	56/100

Distribution



Summary

Although this topic showcased improvement in 2022, respondent sentiment dipped to nearly 2021 levels and earned the lowest overall score in 2023. Among rental housing employees, On-Site Managers and Regional Operations expressed the highest levels of disagreement, with nearly 40% disagreeing that they are less stressed than one year ago. Supplier Corporate and Regional employees fared even worse with a minimum of 44% disagreeing they are less stressed. Employees commonly cited staffing shortages, overwhelming workload, rising inflation, and a lack of flexibility as contributing to their stress levels.

Leaders can take initiative by asking employees to identify the greatest challenges and obstacles that contribute to their current stress levels. By understanding the most common concerns, leadership can begin to make decisions that positively impact employees' day-to-day experiences.

Employee concerns and suggestions

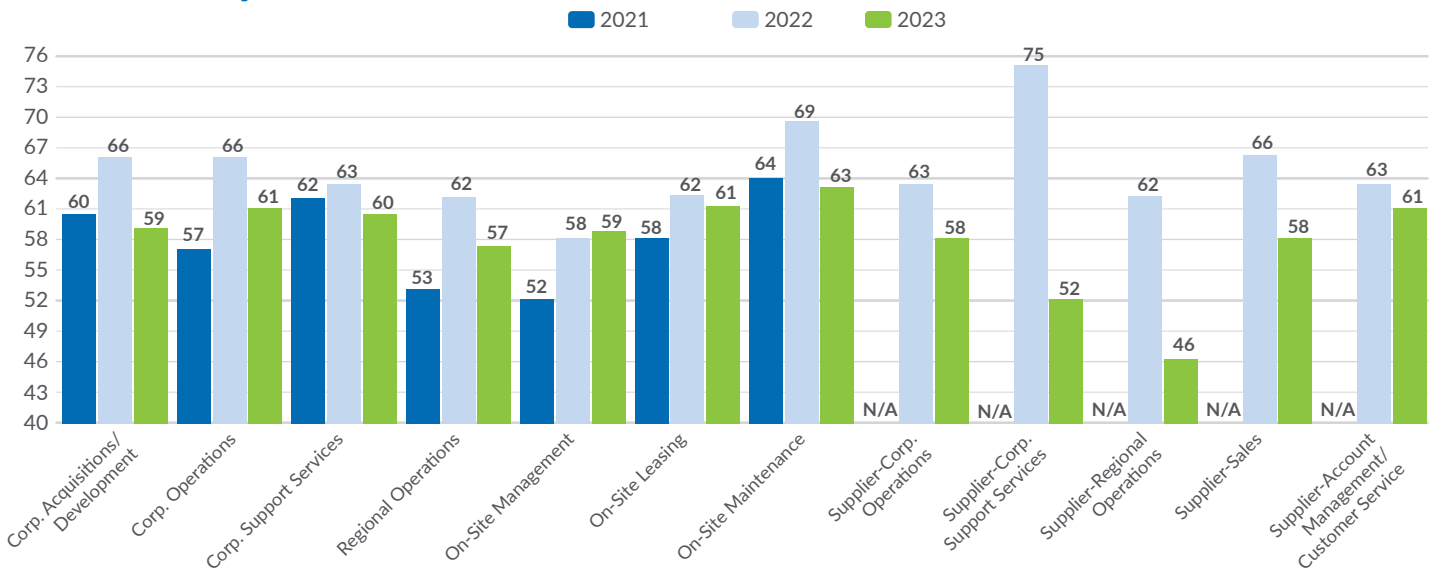
“Email culture needs to be assessed. Emails are flying between 6PM and 7AM and many expect answers despite someone maintaining 'normal' or standard working hours, who is trying not to answer/monitor emails outside of working hours.”

“The job is very demanding and can be incredibly stressful. The workload is not really a 40 hour/week job. Be more flexible about OT and try to simplify certain tasks; instead of making things more complicated, with more steps involved, make things less complicated and stringent whenever possible.”

“Additional work is added on each month, and new processes/policies are created nearly every month. It is hard to keep up with how to continue to do things as they change so often.”

Topic: Overall, I feel less stressed than I did a year ago

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	23%	16%	21%	17%	23%
Corporate Acquisitions/Development	22%	17%	23%	14%	24%
Corporate Operations	20%	17%	24%	19%	20%
Corporate Support Services	21%	16%	20%	22%	21%
Regional Operations	24%	15%	21%	19%	21%
On-Site Management	24%	16%	17%	20%	23%
On-Site Leasing	22%	14%	21%	13%	30%
On-Site Maintenance	21%	15%	23%	15%	26%
Supplier-Corporate Operations	25%	12%	32%	13%	18%
Supplier-Corporate Support Services	37%	15%	14%	17%	17%
Supplier-Regional Operations	25%	25%	25%	10%	15%
Supplier-Sales	24%	20%	20%	17%	19%
Supplier-Account Management/Customer Service	17%	23%	29%	8%	23%

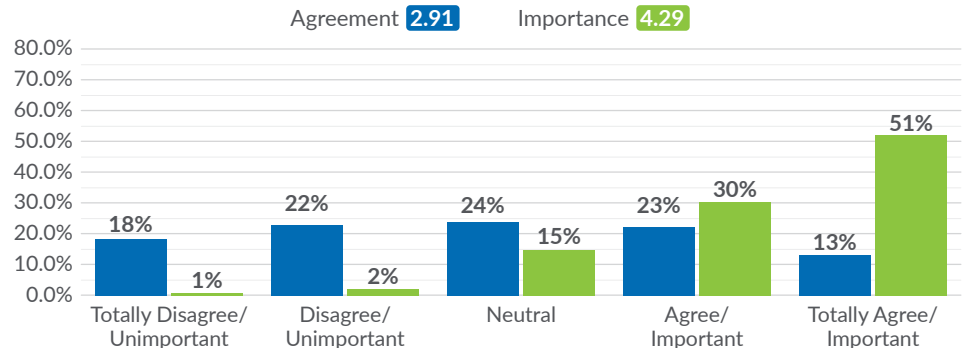
Topic

I rarely feel stressed about my workload

A/I Score

Year	Score
2023	58/100
2022	62/100
2021	61/100

Distribution



Summary

With one-third of respondents agreeing or strongly agreeing that they rarely feel stressed about their workload, this topic not only earned the second lowest score in 2023, but it also dropped below the original baseline 2021 score. Of greatest concern are Regional Operations employees, with only 24% agreeing or strongly agreeing. Employee comments from all position categories cited staffing shortages, as well as added responsibilities and unreasonable deadlines, as contributing factors in feeling stressed about the workload.

As the staffing shortage continues, companies may find a need to re-evaluate the critical needs of business operations in order to streamline expectations at every level of the organization. Although pandemic-era restrictions and safeguards have eased, employee turnover has not. Leaders can demonstrate a recognition and understanding of the staffing challenges by not only acknowledging the issue, but also communicating what activities are taking place to prioritize recruitment and hiring.

Employee concerns and suggestions

“Hire more people for the workload involved. I do not care how productive a person can be, with the workload involved no one would be able to keep on top of all that needs to get done.”

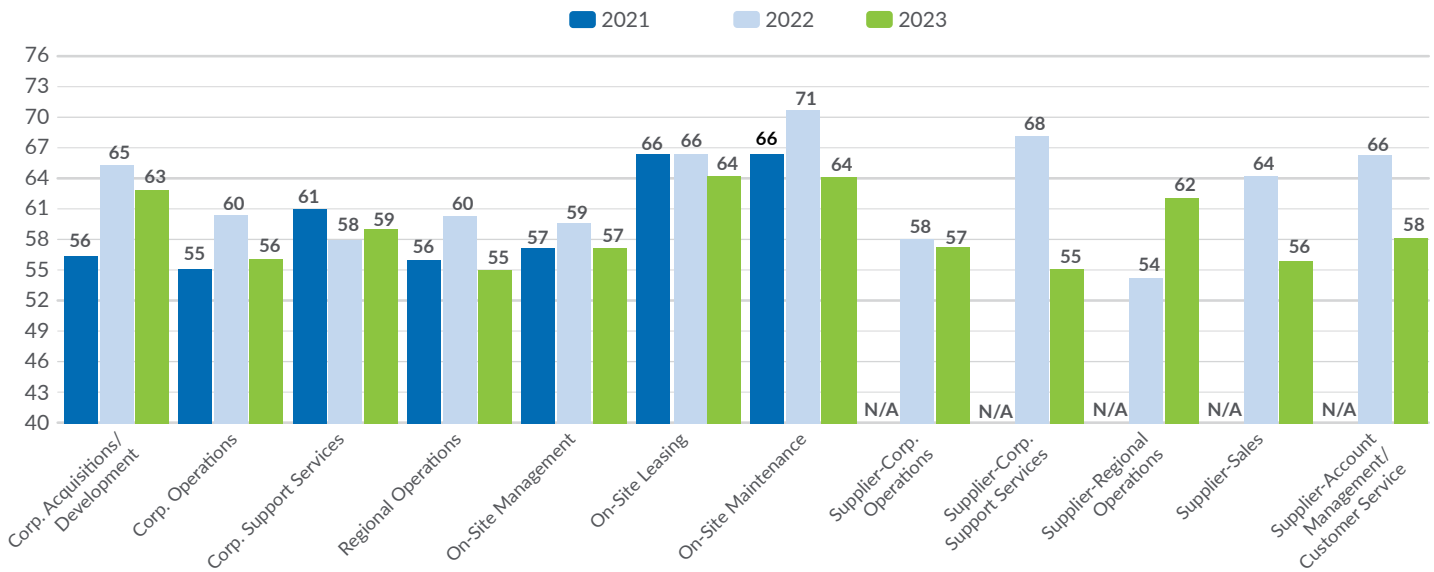
“I often work on my days off. Told not to, but don't see another way to keep up with workload when absent.”

“More employees are needed. We are too understaffed and are having to take on too much of a workload. This leads to the bosses being stressed because work is not being done fast enough and they take it out on the employees who are working twice to three times as much as they should be.”

“Every week is a new report or something new we have to do. When are we supposed to actually manage the property?”

Topic: I rarely feel stressed about my workload

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	18%	22%	24%	23%	13%
Corporate Acquisitions/Development	23%	16%	23%	19%	19%
Corporate Operations	18%	27%	22%	27%	6%
Corporate Support Services	18%	19%	27%	24%	12%
Regional Operations	22%	27%	27%	15%	9%
On-Site Management	20%	21%	22%	24%	13%
On-Site Leasing	14%	21%	22%	21%	22%
On-Site Maintenance	14%	22%	20%	23%	21%
Supplier-Corporate Operations	21%	28%	23%	21%	7%
Supplier-Corporate Operations	18%	27%	26%	20%	9%
Supplier-Regional Operations	15%	10%	30%	30%	15%
Supplier-Sales	21%	17%	29%	26%	7%
Supplier-Account Management/Customer Service	13%	34%	23%	22%	8%

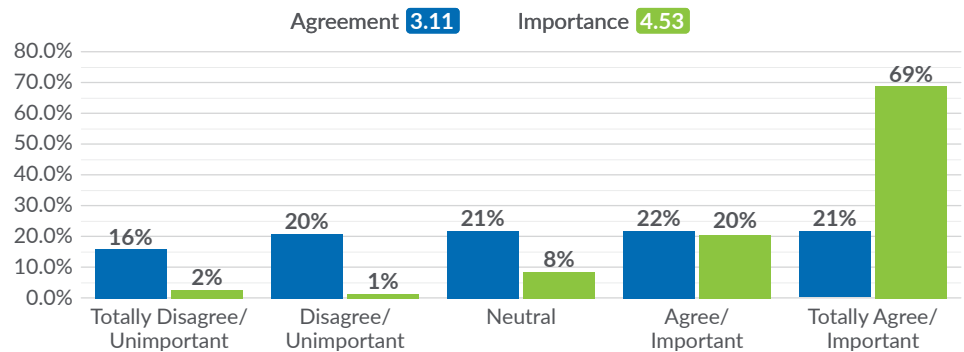
Topic

In the last month, my mental and emotional health has not interfered with my personal life

A/I Score

2023	2022	2021
59/100	65/100	58/100

Distribution



Summary

For the second year in a row, this topic earned the third lowest score in the survey, with only 43% of respondents able to agree or strongly agree. In line with the prior year, Supplier – Regional Operations and On-Site Leasing are particularly vulnerable, with more than 45% disagreeing or strongly disagreeing that their mental and emotional health has not interfered with their personal life. While many employees expressed appreciation for the availability of an Employee Assistance Program (EAP) and clarification that sick days may be used for mental wellness days, they also expressed frustration that their current health benefits did not always cover counseling services. Additionally, employees expressed a desire that managers at all levels be more aware of the overall wellbeing of their team members. Consider evaluating current benefit offerings to ensure coverage for mental and emotional health care, as well as providing basic training to supervisors on emotional intelligence or Mental Health First Aid to support their ability to have productive conversations with employees who may be struggling with mental or emotional health concerns.

Employee concerns and suggestions

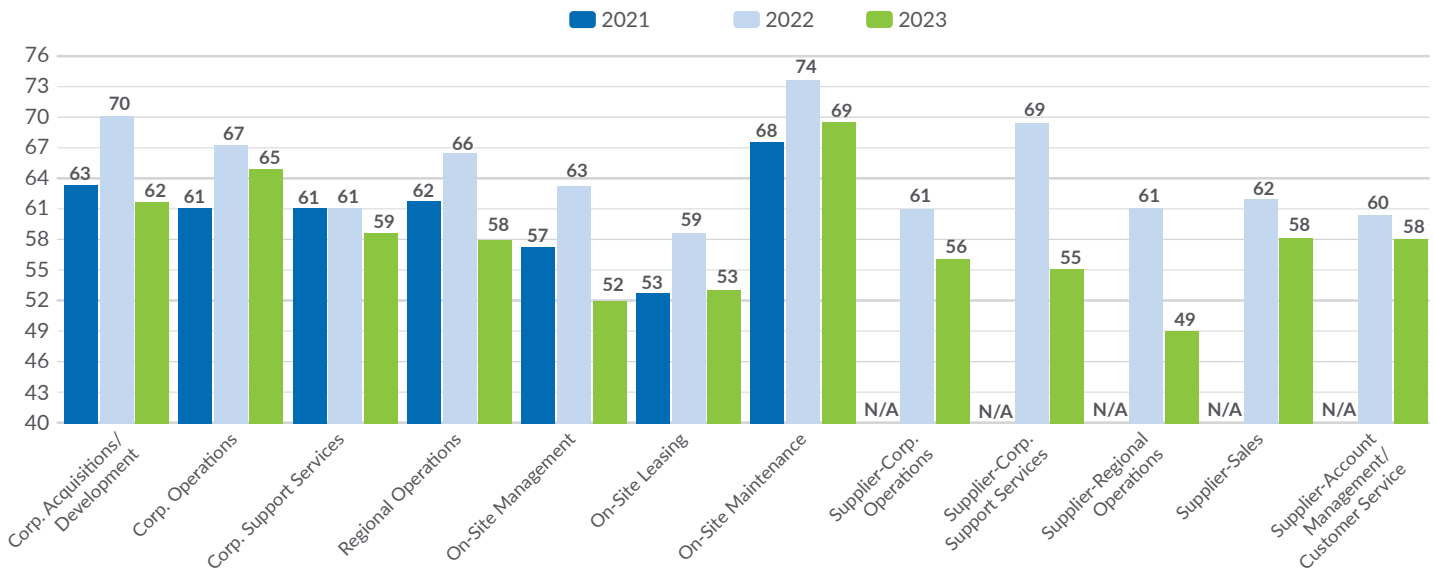
“They should work on not making their employees feel guilty for taking needed personal days off.”

“I don’t condone the pressure to work early in the morning and late at night and work a ton of hours or else you feel you’re not able to keep up with the workload. I just don’t live to work; I work to live, and my small children need me.”

“Do not pressure your employees to pick up extra projects when you know their personal situation outside of work at the moment.”

Topic: In the last month, my mental and emotional health has not interfered with my personal life

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	16%	20%	21%	22%	21%
Corporate Acquisitions/Development	18%	16%	23%	18%	25%
Corporate Operations	10%	19%	20%	29%	22%
Corporate Support Services	13%	21%	20%	24%	22%
Regional Operations	9%	24%	20%	24%	23%
On-Site Management	20%	17%	23%	19%	21%
On-Site Leasing	23%	24%	18%	15%	20%
On-Site Maintenance	12%	19%	19%	22%	28%
Supplier-Corporate Operations	18%	25%	9%	27%	21%
Supplier-Corporate Operations	22%	30%	11%	22%	15%
Supplier-Regional Operations	20%	25%	35%	5%	15%
Supplier-Sales	13%	24%	20%	30%	13%
Supplier-Account Management/Customer Service	11%	26%	23%	28%	12%

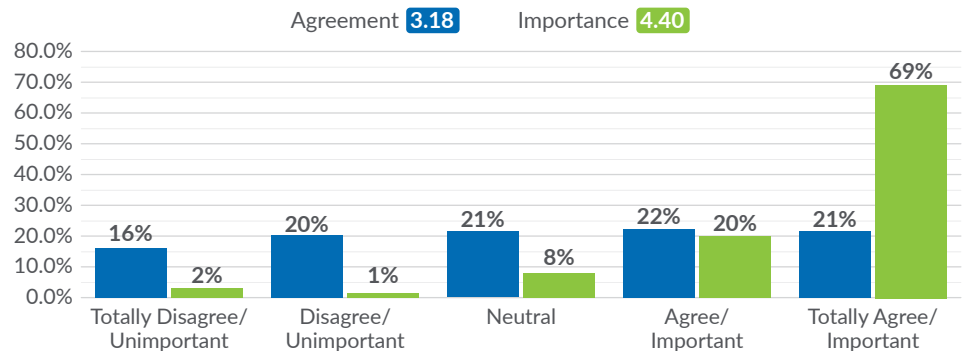
Topic

The demands of my job rarely interfere with my personal life

A/I Score

2023	2022	2021
64/100	68/100	62/100

Distribution



Summary

In a drop from the prior year, only one-third of respondents agree or totally agree with this statement, while a similar percentage expressed some level of disagreement. Although the correlation of this topic with an employee’s likelihood to remain with the company is ranked second lowest, a consistent theme raised in the employee comments is the inability to leave work concerns at work due to the lack of staffing and the continued high performance expectations. Regional Operations respondents continue to have the lowest levels of agreement with this topic, highlighting an ongoing concern for retaining critical mid-level management in the industry. Until adequate staffing levels can be achieved, leaders can provide relief to overburdened staff by discontinuing or delaying non-critical projects or reporting.

Employee concerns and suggestions

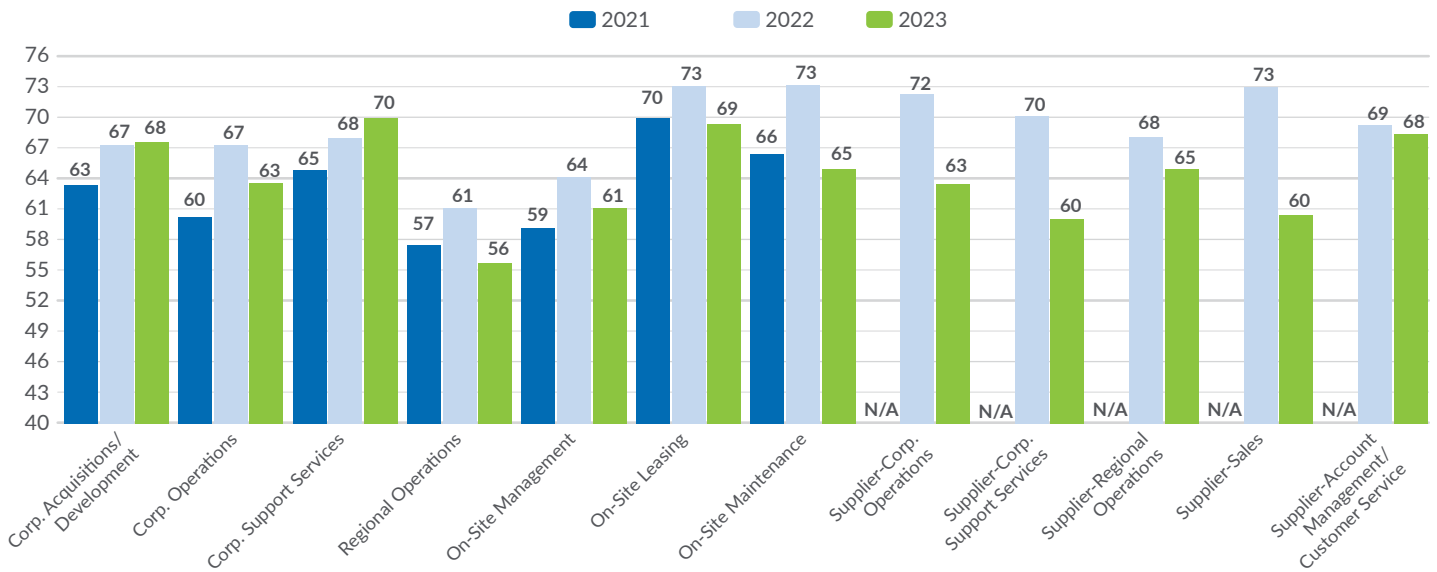
“In the last year I have been performing the job functions of three positions and it has been overwhelming. I no longer feel like I have work/life balance as I’ve had to put in extremely long hours and work weekends. My overall health has declined because of this.”

“We need to balance the professional side of this business with the emotional side of this business. They clash quite a bit, and it is hard to leave it at work. It is hard not to worry and carry that home with you.”

“They offer benefit programs but no flexibility, support, understanding or action in what may be causing the mental and emotional health concerns such as scheduling, safety concerns, expectations, liability, financial compensation, and housing agreements.”

Topic: The demands of my job rarely interfere with my personal life

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	16%	20%	21%	22%	21%
Corporate Acquisitions/Development	12%	26%	27%	12%	23%
Corporate Operations	13%	21%	21%	28%	17%
Corporate Support Services	11%	13%	18%	27%	31%
Regional Operations	17%	31%	32%	10%	10%
On-Site Management	18%	19%	18%	25%	20%
On-Site Leasing	13%	13%	22%	20%	32%
On-Site Maintenance	18%	16%	21%	21%	24%
Supplier-Corporate Operations	16%	21%	21%	24%	18%
Supplier-Corporate Operations	20%	26%	17%	22%	15%
Supplier-Regional Operations	21%	11%	21%	26%	21%
Supplier-Sales	20%	17%	21%	23%	19%
Supplier-Account Management/Customer Service	14%	13%	24%	23%	26%

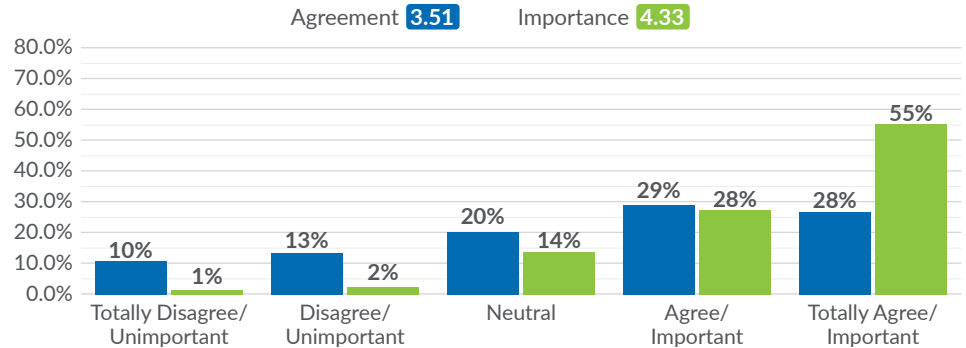
Topic

I rarely feel stressed about executive leadership

A/I Score

2023	2022	2021
66/100	71/100	70/100

Distribution



Summary

In line with prior years, this topic has the third highest correlation with an employee's likelihood to remain with the company, which reinforces the importance of executive leadership taking an active role in understanding and addressing the mental and emotional health of the company's workforce. One in four employees expressed some level of disagreement with the statement that they rarely feel stressed about executive leadership, and the overall score dropped to a three-year low. Some employee comments expressed appreciation for leaders who were in frequent communication with their employees, while the more common sentiment indicated frustration with the lack of communication from leadership and a perceived disconnect leaders had with what was actually happening in the day-to-day business. Consider monthly virtual town hall meetings for all employees to hear executive leadership share company news, policy or process updates, announcements, and recognition.

Employee concerns and suggestions

"A lot of us work in small or 1-person departments, so higher management checking in with employees would be beneficial, since (we have) minimal direct support."

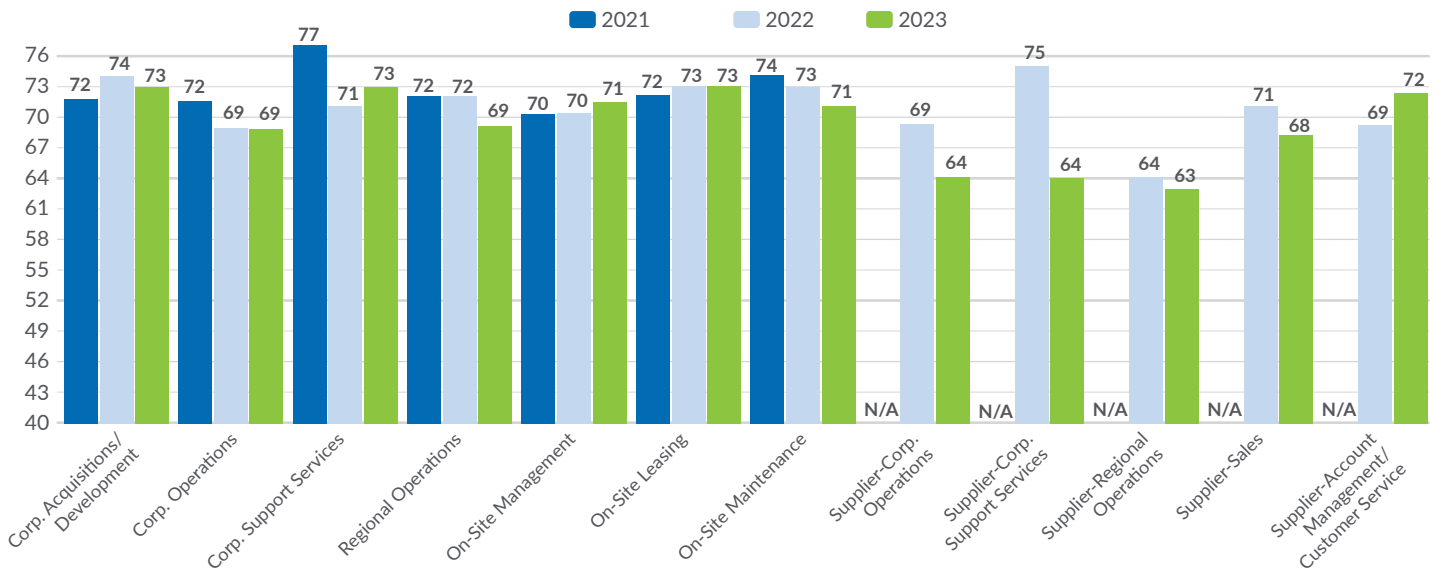
"Come up with a way to ANONYMOUSLY share our feedback on management and make HR aware of things that happen."

"The company culture is one of blame. Everyone that I interact with is walking on eggshells. This really stems from a lack of good communication amongst departments and employees."

"I feel it is extremely important that companies recognize the dedicated employees. I was told that it pays 'not to care.' So, when my job depends on a team to succeed and there is no team, it means failure for everyone involved."

Topic: I rarely feel stressed about executive leadership

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	10%	13%	20%	29%	28%
Corporate Acquisitions/Development	5%	24%	23%	24%	24%
Corporate Operations	11%	14%	23%	26%	26%
Corporate Support Services	8%	10%	25%	27%	30%
Regional Operations	6%	18%	18%	31%	27%
On-Site Management	11%	11%	18%	32%	28%
On-Site Leasing	9%	11%	19%	25%	36%
On-Site Maintenance	10%	13%	21%	25%	31%
Supplier-Corporate Operations	19%	12%	19%	31%	19%
Supplier-Corporate Operations	22%	15%	15%	24%	24%
Supplier-Regional Operations	15%	10%	20%	30%	25%
Supplier-Sales	11%	10%	29%	33%	17%
Supplier-Account Management/Customer Service	8%	10%	29%	27%	26%

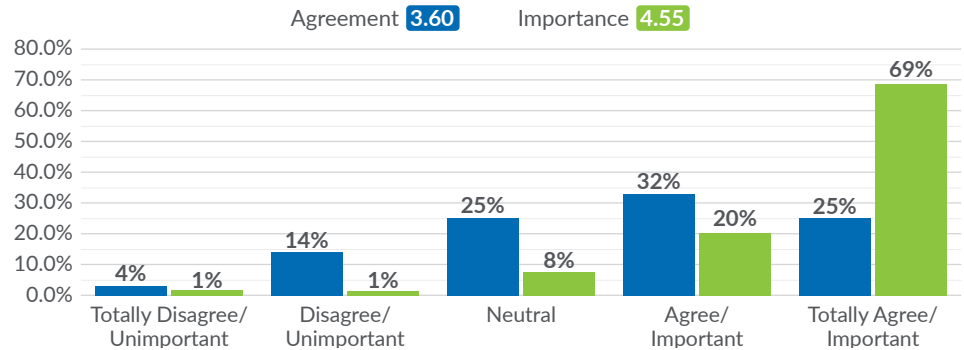
Topic

I feel emotionally well

A/I Score

2023	2022	2021
66/100	71/100	66/100

Distribution



Summary

Although this topic increased in score in 2022, scores dropped to original levels in 2023 with only 57% agreeing they feel emotionally well. Of significant concern is that one in four On-Site Management and On-Site Leasing employees disagree that they are emotionally well. Common concerns include the perceived stigma attached to mental and emotional health concerns, as well as frustration at the perceived lack of access to paid time off or mental and emotional health providers. Leaders can continue to initiate and nurture open conversations on the topic, making it a common part of the company language. This can include internal training and support from mental health experts, such as Mental Health First Aid at Work and Mental Health First Aid Instructor Training. In addition, companies can evaluate their benefits to ensure access to mental health providers is available.

Employee concerns and suggestions

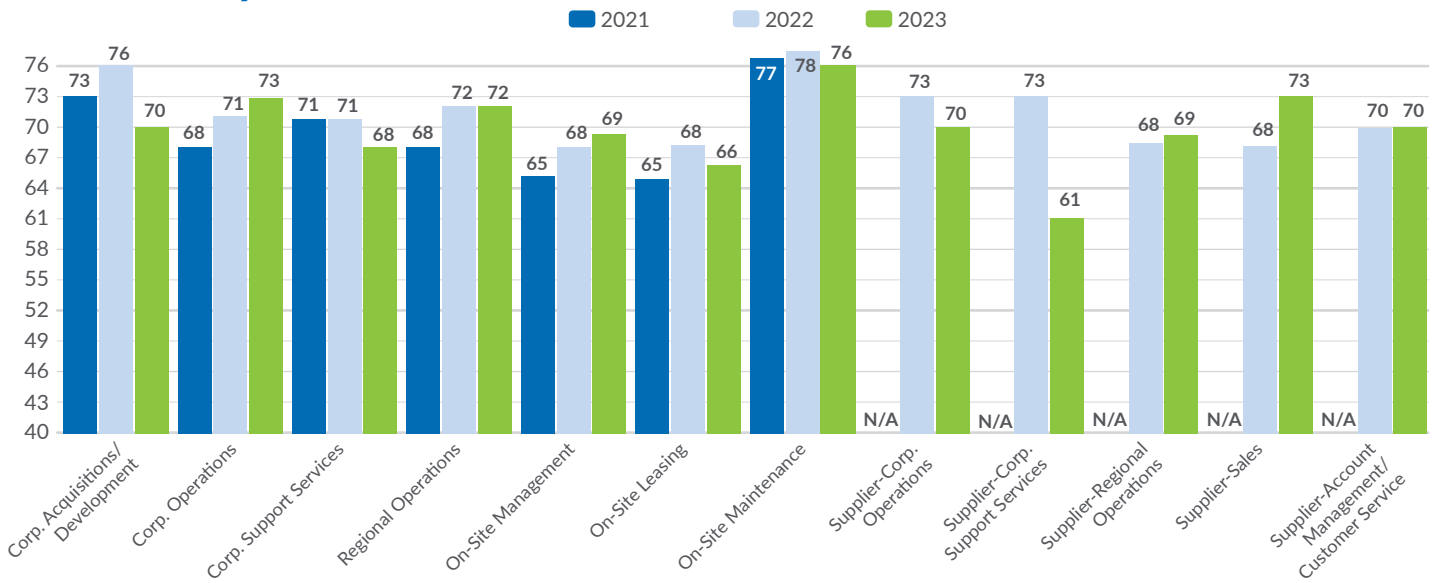
“When an employee tells a supervisor they are having issues their response should not be ‘I don’t know what to tell you.’”

“I’m overwhelmed; worried; no proper vacation when we need to take time off due to phone calls and emergencies arising; on-call 24/7. Maybe having a small break on certain days to have a mental break from all work around us. Maybe a yoga class, or low-cost massages or just exercises to lower this feeling and tension.”

“Property Management is 24/7; that needs to be taken into account for managers. Extra days or time needs to be considered in today’s world. Residents want answers ‘yesterday’ ...nothing is fast enough or good enough and it takes a toll on a person. Make sure managers know it’s OK not to be at work ...you can’t help residents if you aren’t OK.”

Topic: I feel emotionally well

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	4%	14%	25%	32%	25%
Corporate Acquisitions/Development	7%	16%	15%	32%	30%
Corporate Operations	1%	13%	22%	38%	26%
Corporate Support Services	3%	14%	25%	35%	23%
Regional Operations	4%	8%	23%	39%	26%
On-Site Management	6%	18%	37%	6%	33%
On-Site Leasing	7%	17%	27%	25%	24%
On-Site Maintenance	2%	15%	23%	27%	33%
Supplier-Corporate Operations	3%	15%	28%	28%	26%
Supplier-Corporate Operations	9%	20%	25%	33%	13%
Supplier-Regional Operations	5%	10%	25%	30%	30%
Supplier-Sales	3%	11%	19%	44%	23%
Supplier-Account Management/Customer Service	4%	8%	25%	45%	18%

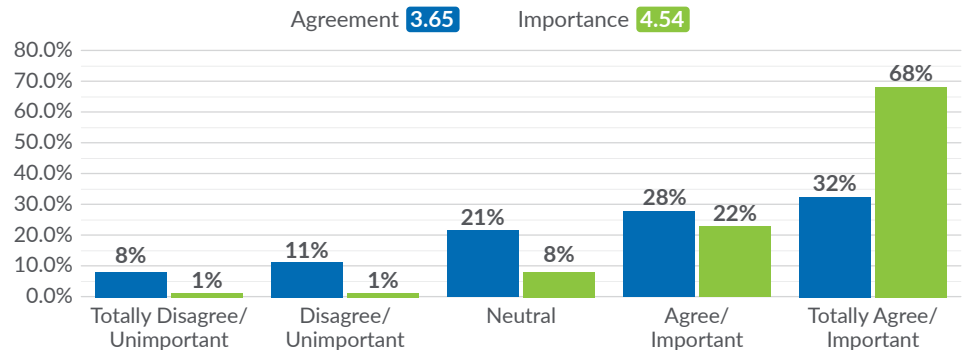
Topic

Employee wellbeing is a priority at my company

A/I Score

2023	2022	2021
66 / 100	72 / 100	71 / 100

Distribution



Summary

Despite more focused efforts within the rental housing industry to recognize and provide support for mental and emotional health, this topic earned the lowest score in three years. Nearly one in five employees disagrees that employee wellbeing is a priority at their company. Highlighting the critical nature of this topic is the ongoing trend of having the highest correlation with an employee’s likelihood to remain with the company for the next 12 months. Many employees applauded clarifications by their companies regarding mental health days and EAPs, however many other employees expressed frustration at the lack of clarity or the lack of support available for mental and emotional health. Leaders can improve employee perceptions immediately by providing more and better communication surrounding existing benefits and resources. With 21% of respondents providing a Neutral response, a clear opportunity exists to promote or reinforce the organization’s mental and emotional health priorities.

Employee concerns and suggestions

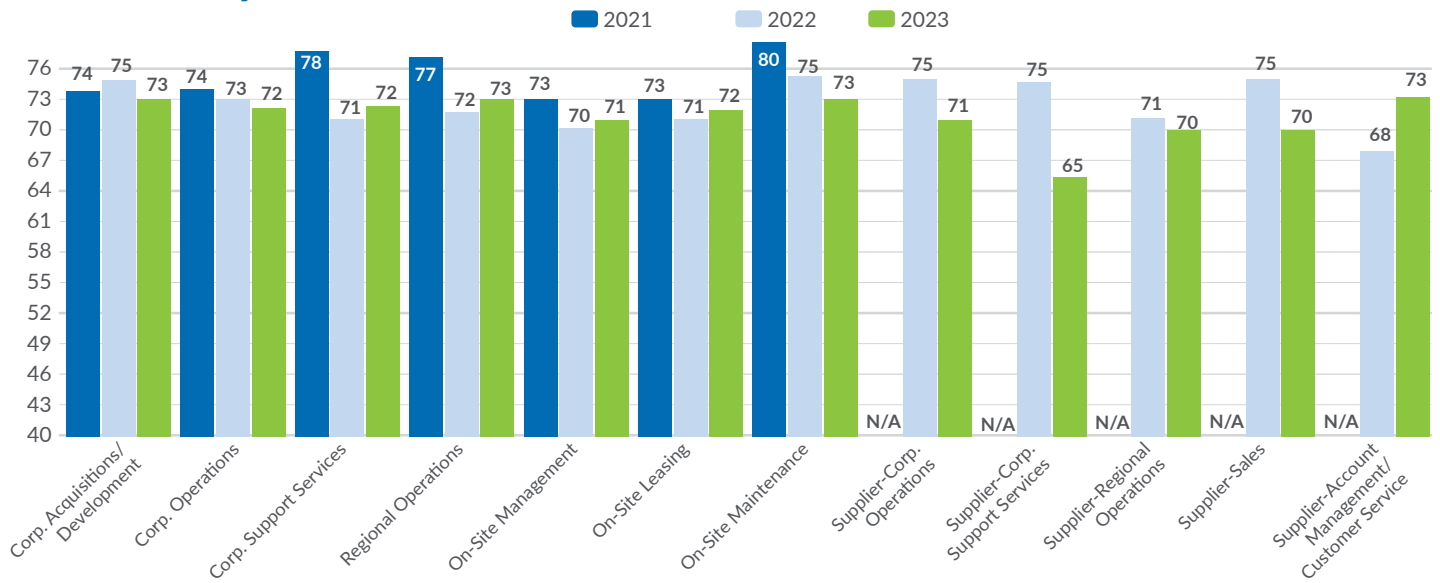
“Don’t want to feel as if this is a ‘check the box’ effort.”

“We have dealt with resident harassment, almost stalking, and still allowed residents to renew even with evidence of real issues. We have had multiple suicides on property and no emotional or mental help for employees. Our employees do not always feel safe in the community. Residents know where we live.”

“I feel as though it would be difficult to take a sick day for mental health problems, and I have heard employees say they are taking a ‘mental health day’ colloquially for using extra sick time off for a regular day off, which I think makes light of the issue.”

Topic: Employee wellbeing is a priority at my company

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	8%	11%	21%	28%	32%
Corporate Acquisitions/Development	12%	9%	19%	30%	30%
Corporate Operations	5%	11%	28%	26%	30%
Corporate Support Services	7%	13%	18%	32%	30%
Regional Operations	6%	11%	18%	30%	35%
On-Site Management	8%	11%	21%	25%	35%
On-Site Leasing	7%	10%	25%	24%	34%
On-Site Maintenance	10%	9%	24%	24%	33%
Supplier-Corporate Operations	6%	12%	17%	43%	22%
Supplier-Corporate Operations	9%	20%	23%	28%	20%
Supplier-Regional Operations	10%	10%	15%	30%	35%
Supplier-Sales	9%	11%	17%	46%	17%
Supplier-Account Management/Customer Service	8%	9%	22%	32%	29%

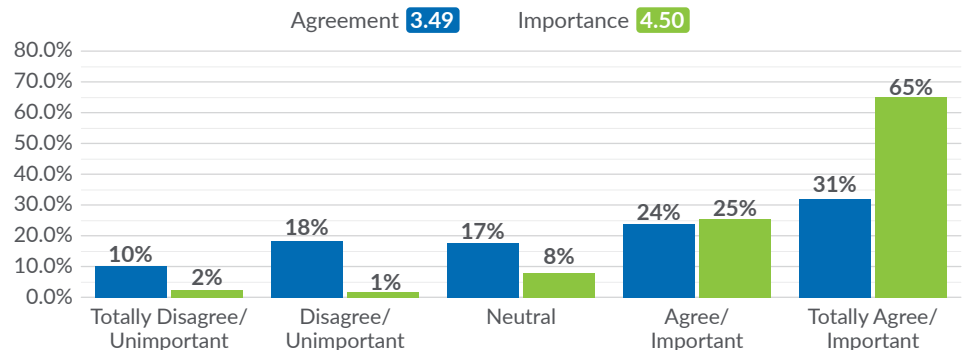
Topic

In the last month, my mental and emotional health has not interfered with my productivity at work

A/I Score

	2023	2022	2021
	67/100	71/100	66/100

Distribution



Summary

This A/I score experienced a significant decline over the prior year, with 28% of respondents indicating some level of disagreement that mental and emotional health has not interfered with their productivity in the last month. Employee comments cited higher rates of concern regarding personal safety and uncomfortable interactions with residents than in prior years. The significance of the time frame (i.e., “in the last month”) underscores the importance of the immediacy of the issue of mental and emotional health concerns. Loss of productivity from more than one-fourth of the workforce in any given month provides a compelling financial argument to support and improve the state of employees’ mental and emotional health. In addition to addressing staffing needs, consider evaluating how the company approaches personnel safety and threats. Leaders can also encourage internal awareness, training, and support to promote healthy, open conversations about mental and emotional health and to offer enhanced benefits, plus tools around safety, stress, grief, trauma, and finding a healthy work/personal life balance.

Employee concerns and suggestions

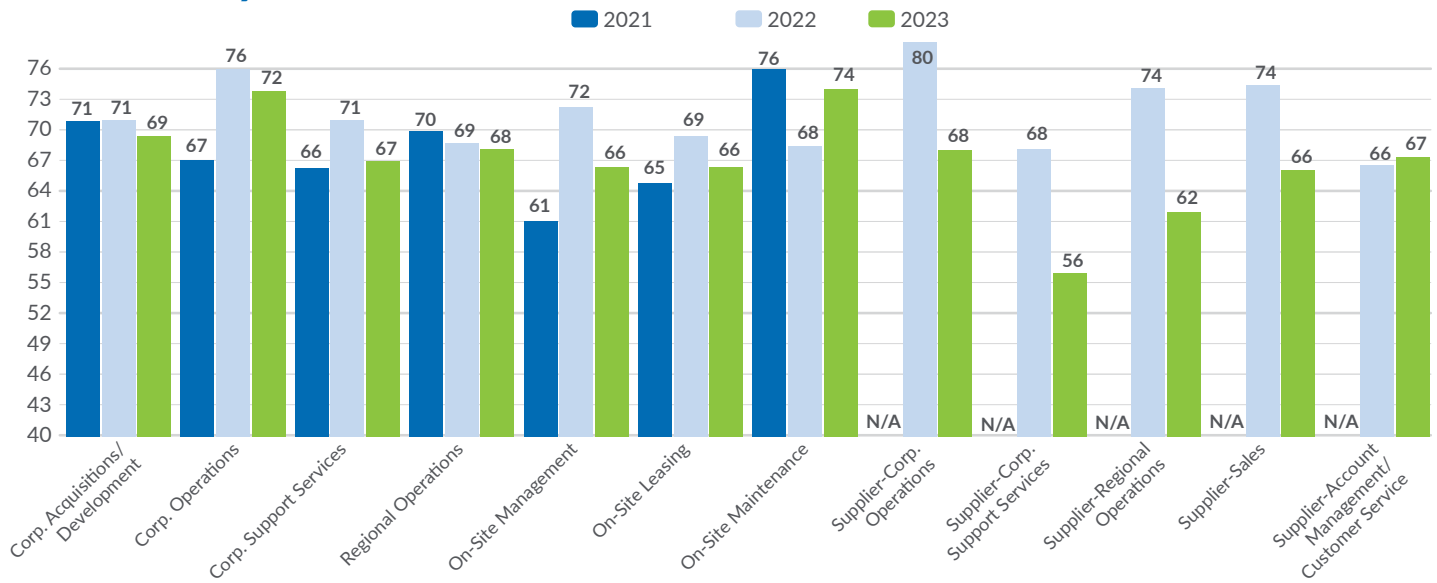
“We need to be heard about our difficult residents that we have to deal with on a daily basis that come in and scream at us and bad mouth us and post negative reviews about us that are not true and just get to continue to live here and make our already stressful jobs even more stressful. Our safety is a huge concern and being a one-person female staff in my office I do not always feel safe or supported in my concerns with tenants and just told to ‘leave them alone until their lease expires and non-renew them.”

“Our mental health also depends on how management treats the employees. We are tired of being looked down on and belittled.”

“My environment is very stressful, and I think my company should offer more office help with the overload of weight I must carry all by myself. I feel as if I am drowning in work that keeps piling up on me and I have only been with this company less than five months now.”

Topic: In the last month, my mental and emotional health has not interfered with my productivity at work

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	10%	18%	17%	24%	31%
Corporate Acquisitions/Development	14%	16%	19%	23%	28%
Corporate Operations	6%	19%	12%	27%	36%
Corporate Support Services	9%	19%	18%	24%	30%
Regional Operations	7%	19%	16%	22%	36%
On-Site Management	11%	17%	18%	24%	30%
On-Site Leasing	12%	19%	17%	22%	30%
On-Site Maintenance	9%	13%	15%	26%	37%
Supplier-Corporate Operations	7%	24%	15%	25%	29%
Supplier-Corporate Operations	22%	20%	19%	24%	15%
Supplier-Regional Operations	10%	15%	40%	10%	25%
Supplier-Sales	10%	17%	23%	30%	20%
Supplier-Account Management/Customer Service	6%	30%	26%	19%	19%

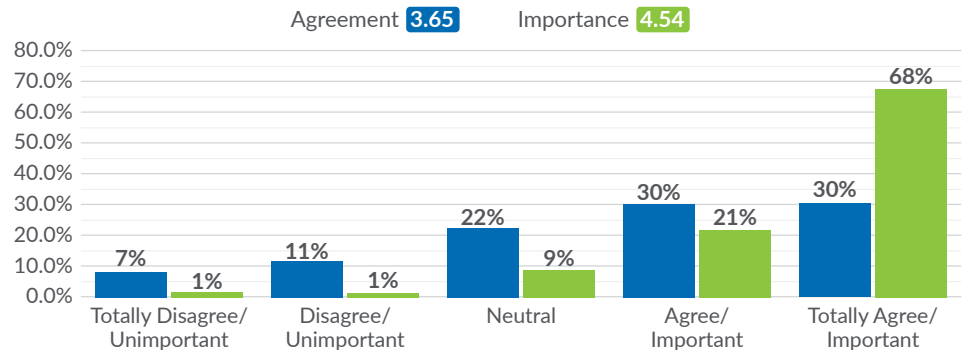
Topic

My company's culture encourages a reasonable balance between work and personal life

A/I Score

2023	2022	2021
67/100	71/100	69/100

Distribution



Summary

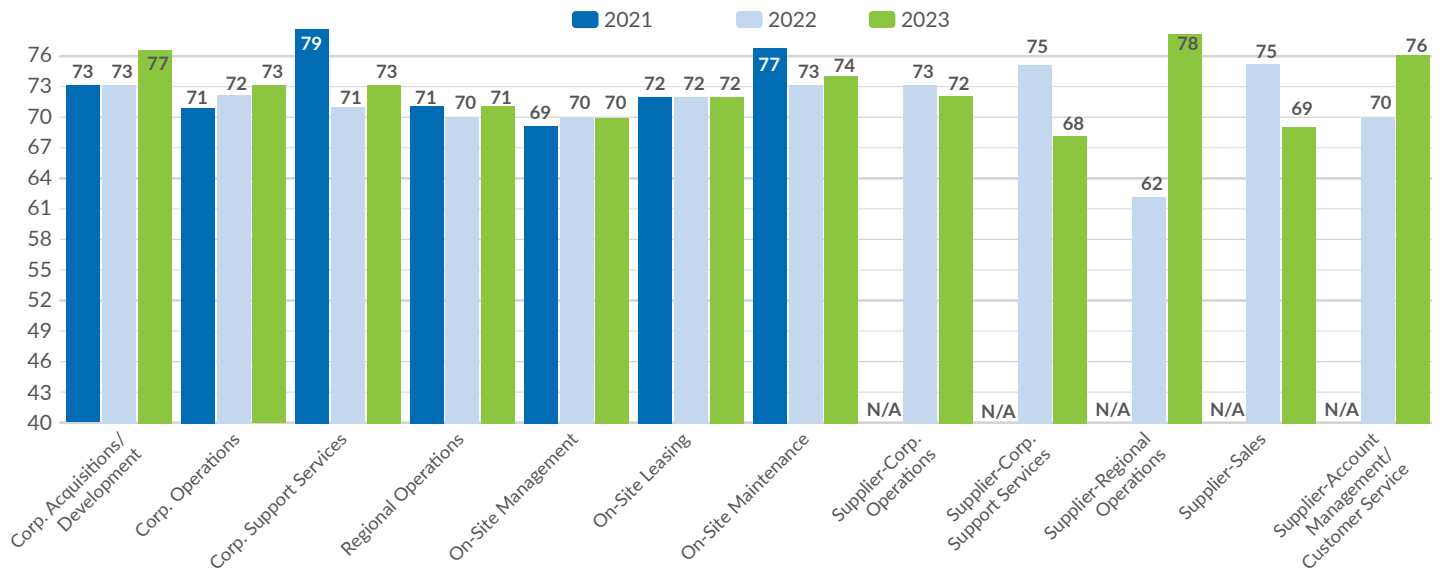
Achieving the lowest score in three years, only 60% of respondents agree or strongly agree their company's culture encourages a reasonable balance between work and personal life. Additionally, more than one in five are unsure or unwilling to state their opinion. Because this topic maintains the second highest level of correlation to an employee's likelihood to remain, leaders cannot afford to disregard this perception. Many employees commented on a perception that inequities exist between corporate and On-Site employees' ability to take time off, an inability to completely disconnect from work when they do take time off, and an increase in the volume of tasks they are expected to complete. Until staffing shortages can be fully resolved, leaders can evaluate ways to streamline or reduce current requirements to right-size existing employees' responsibilities, as well as communicate actions taken or being planned to improve staffing and reduce workloads.

Employee concerns and suggestions

- “Teach management that it is entirely inappropriate to BRAG about not taking time off. That is not impressive, it is sad and setting a horrible example for the rest of the team.”
- “Many of us are aware that executives have unlimited vacation time, but many of the hardest workers still struggle to even be allowed to take our vacation time due to short staffing.”
- “I feel like I am unable to take any time off because there is no coverage/plan in place for when I take a personal day or want to take a vacation.”
- “Don't make us feel guilty about asking for a day off when you all are always out of the office on vacation. Allow for earlier hours for the office to close at least one day per week. Add another office staff member. The traditional 1 per 100 units is outdated.”

Topic: My company's culture encourages a reasonable balance between work and personal life

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	7%	11%	22%	30%	30%
Corporate Acquisitions/Development	0%	12%	30%	23%	35%
Corporate Operations	5%	9%	25%	32%	29%
Corporate Support Services	5%	7%	27%	32%	29%
Regional Operations	7%	14%	17%	31%	31%
On-Site Management	8%	13%	22%	28%	29%
On-Site Leasing	7%	12%	21%	27%	33%
On-Site Maintenance	10%	10%	22%	26%	32%
Supplier-Corporate Operations	7%	9%	25%	34%	25%
Supplier-Corporate Operations	11%	17%	20%	22%	30%
Supplier-Regional Operations	5%	5%	15%	35%	40%
Supplier-Sales	10%	14%	11%	39%	26%
Supplier-Account Management/Customer Service	1%	10%	22%	32%	35%

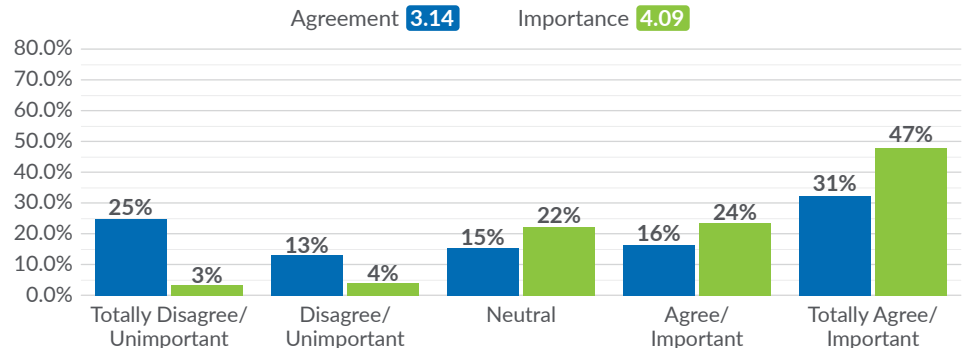
Topic

I rarely have to work more than 40 hours a week

A/I Score

2023	2022	2021
68/100	70/100	70/100

Distribution



Summary

With less than half of all respondents agreeing or strongly agreeing with this topic, it appears the 40-hour work week skews toward the exception rather than the rule. Perceptions vary, however, depending on the position group. For example, while 66% of On-Site Leasing team members agree with this topic, only 17% of Regional Operations express some level of agreement. Many employees expressed frustrations of covering responsibilities of other roles in addition to their own, not having time to eat lunch or use the restroom regularly, and feeling required to come in early and stay late to finish mandatory tasks, such as reporting. While those in supervisory positions may accept longer hours as a part of their roles, leadership can take a closer look at the reasons individuals are working those long hours. Consider asking employees what the most common reasons for working extended hours are to see if there are quick and practical solutions that can support the team. As themes are identified and addressed, communicate the actions to all employees so they can recognize the positive impact.

Employee concerns and suggestions

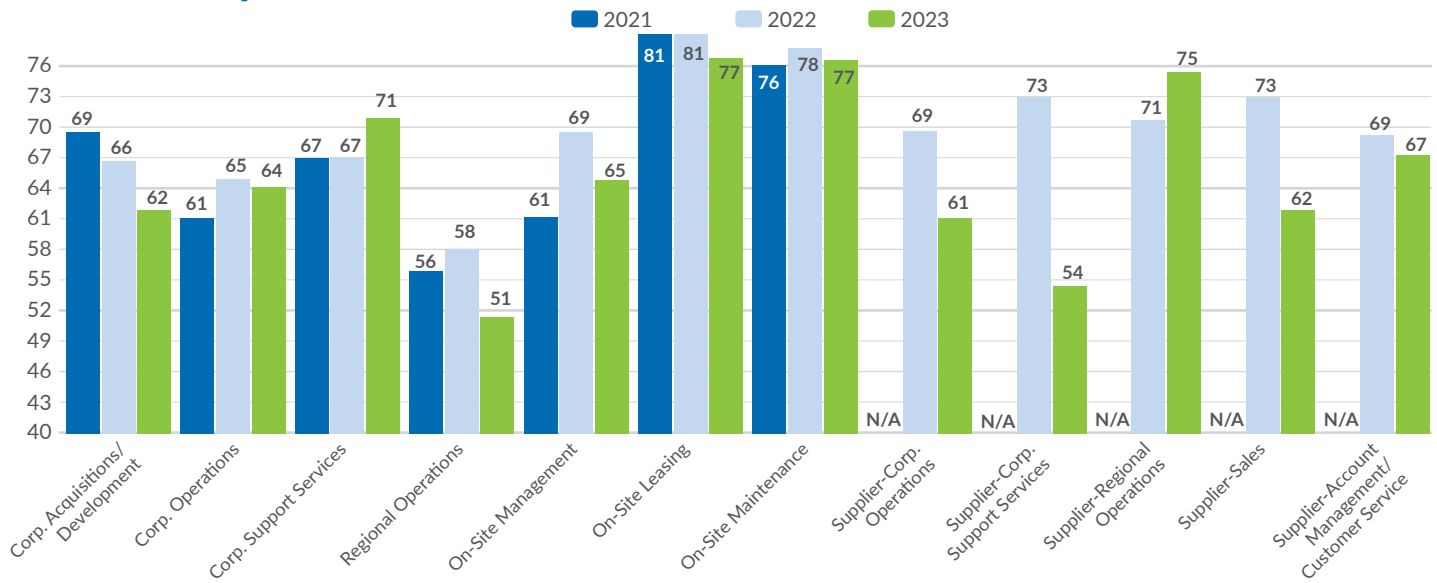
“I think everyone has a lot more work than just what they can do in 40 hours. I think everyone is spread thin and that most people are thinking about work even outside of work because it is difficult to juggle it all.”

“Having to work more than 40 hours, some weeks I’m at 48-60 hours because of short staffing or overloaded on work. I suggest that they really look at that for anyone that is salary.”

“Certain jobs in our group (mine included) do not allow for anybody to truly take time off. We are all constantly having to work on our days off, or even cancel them completely.”

Topic: I rarely have to work more than 40 hours a week

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	25%	13%	15%	16%	31%
Corporate Acquisitions/Development	36%	17%	12%	14%	21%
Corporate Operations	29%	16%	15%	16%	24%
Corporate Support Services	17%	16%	12%	18%	37%
Regional Operations	47%	17%	19%	8%	9%
On-Site Management	27%	13%	13%	16%	31%
On-Site Leasing	14%	9%	11%	16%	50%
On-Site Maintenance	15%	13%	20%	23%	29%
Supplier-Corporate Operations	31%	22%	13%	10%	24%
Supplier-Corporate Operations	41%	11%	22%	15%	11%
Supplier-Regional Operations	20%	10%	10%	35%	25%
Supplier-Sales	29%	13%	18%	19%	21%
Supplier-Account Management/Customer Service	21%	18%	20%	10%	31%

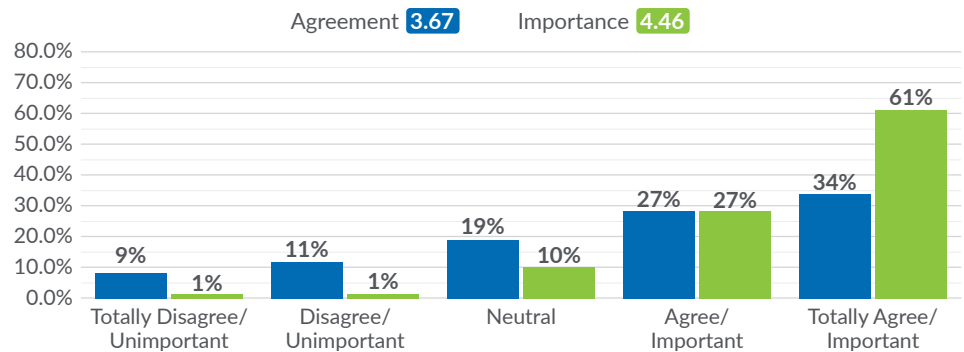
Topic

I rarely feel stressed about my interactions with team members

A/I Score

Year	Score
2023	71/100
2022	76/100
2021	75/100

Distribution



Summary

Although this topic achieved the second highest score, it decreased five points from the previous year, with one in five respondents expressing some level of disagreement that they rarely feel stressed about interactions with team members. Leaders can positively influence employees' experiences by setting an expectation of conduct among team members. Clearly define what is acceptable and unacceptable regardless of title or role, and also create accountability within teams. Consider providing training to focus on healthy communication, conflict resolution, and de-escalating emotionally charged interactions.

Employee concerns and suggestions

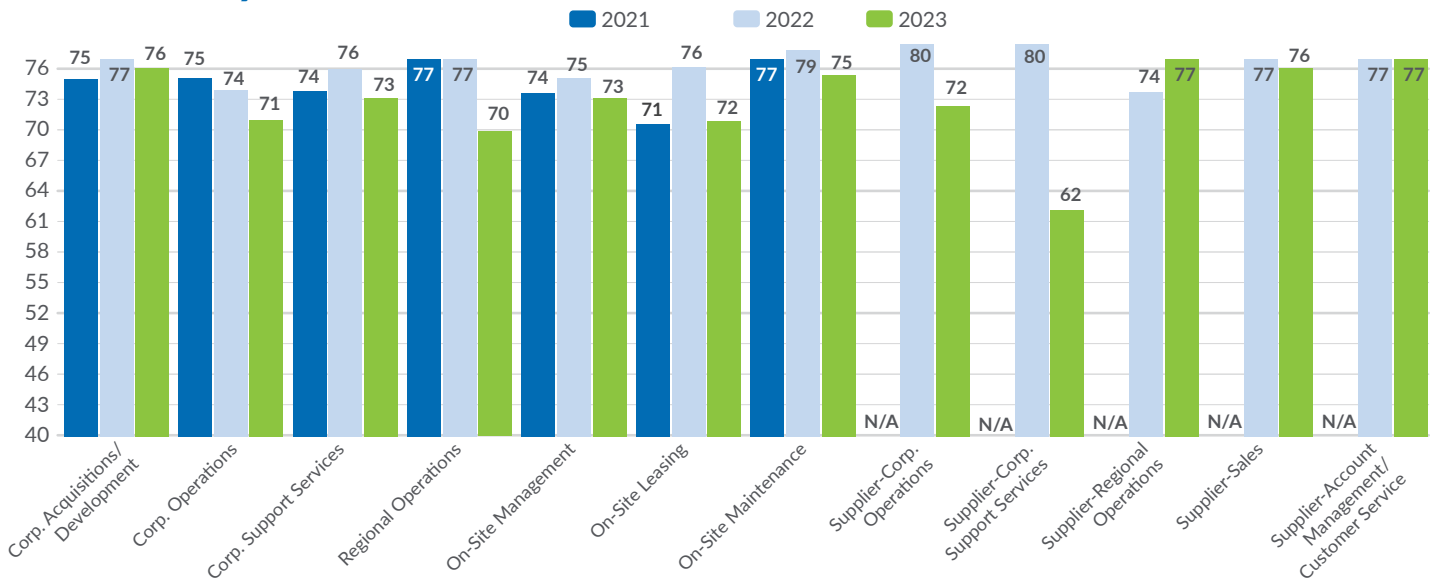
"Focus more on developing employee relationships rather than on budget, bottom line, and productivity, which will be a positive end result of developing good working relationships."

"I have often kept my mouth shut worried about the repercussions I would face if I expressed how I felt about the way I was being treated by my manager and there were days I went home and cried I was so upset."

"Top concerns are belittling, yelling at, and embarrassing other team members. The hostile environment on this team needs to be addressed. HR needs to rally staff to come forward without the worry of being terminated. If you have senior people behaving this way, no wonder there is so much turnover."

Topic: I rarely feel stressed about my interactions with team members

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	9%	11%	19%	27%	34%
Corporate Acquisitions/Development	7%	7%	23%	30%	33%
Corporate Operations	8%	14%	19%	32%	27%
Corporate Support Services	10%	7%	19%	28%	36%
Regional Operations	8%	12%	19%	35%	26%
On-Site Management	9%	12%	18%	26%	35%
On-Site Leasing	9%	13%	17%	20%	41%
On-Site Maintenance	7%	10%	25%	24%	34%
Supplier-Corporate Operations	7%	7%	29%	27%	30%
Supplier-Corporate Operations	17%	17%	18%	35%	13%
Supplier-Regional Operations	5%	10%	5%	35%	45%
Supplier-Sales	7%	7%	22%	23%	41%
Supplier-Account Management/Customer Service	5%	9%	13%	34%	39%

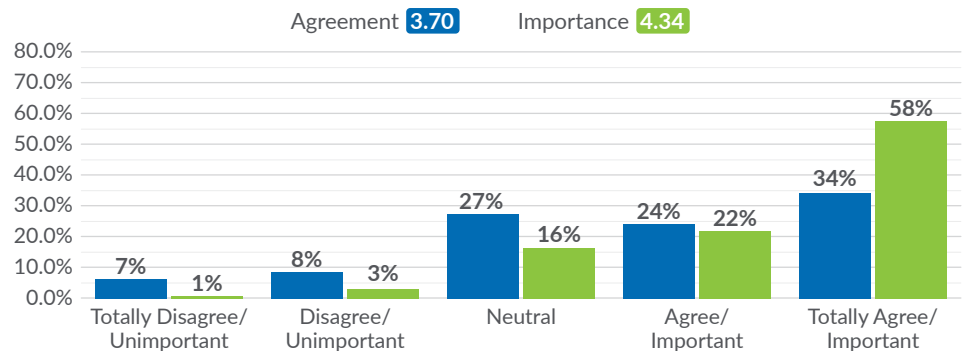
Topic

My company offers resources to help support employee mental and emotional health

A/I Score

2023	2022	2021
72/100	76/100	74/100

Distribution



Summary

Although this topic achieved the highest A/I score, it dropped four points over the prior year. While increased attention has been placed on mental and emotional health in the rental housing industry, the percentage of respondents who agree their company offers resources to support employee mental and emotional health surprisingly decreased. Employees expressed frustration with the limited or non-existent mental health benefits provided by their employers. Some employees expressed appreciation for the EAPs provided by their companies, but others shared their disappointment that many resources referred to by the EAP were not covered by the employee benefits. Consider reviewing mental and emotional health care benefits provided by the organization and offering clear, ongoing communication and positive reinforcement regarding those benefits.

Employee concerns and suggestions

“Expanded EAPs - I don’t find that they cover much support.”

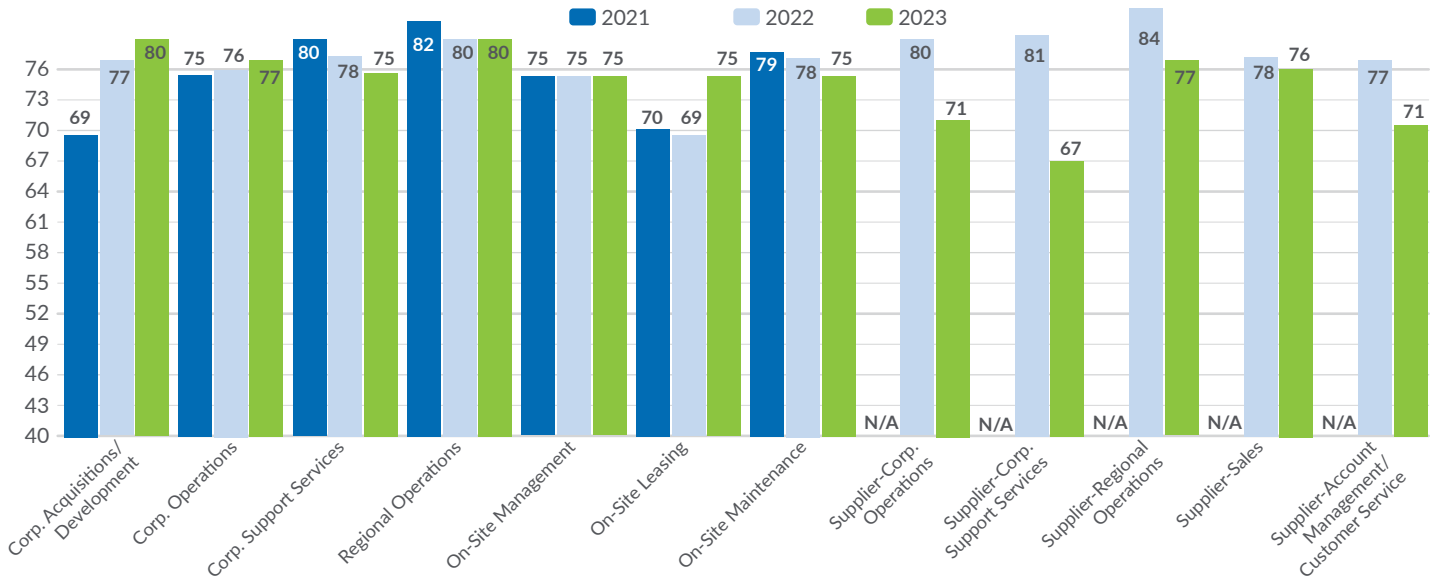
“Incorporate therapy (mental health) into the benefits package. Many providers do not accept our current insurance, and out-of-pocket expenses for therapy are astronomical.”

“It is always third-party resources that we are given information on/memberships to. While these are great, nothing really actually occurs from the company. They could offer like one ‘mental health’ day off a year, or like a PTO day encouraged to just take and relax.”

“We have a team member who seems to be stressing out, and I don’t know if that member understands or knows about the balance and resources available. Maybe stress to the training team to point out the resources to the new members so when this does occur, the new members (like this team member) know where to turn before they become burnt out or overwhelmed, stressed, etc.”

Topic: My company offers resources to help support employee mental and emotional health

A/I Score by Position



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE
Overall	7%	8%	27%	24%	34%
Corporate Acquisitions/Development	2%	7%	33%	28%	30%
Corporate Operations	7%	7%	25%	25%	36%
Corporate Support Services	7%	8%	23%	32%	30%
Regional Operations	7%	5%	17%	25%	46%
On-Site Management	7%	8%	25%	23%	37%
On-Site Leasing	6%	9%	32%	16%	37%
On-Site Maintenance	8%	10%	25%	24%	33%
Supplier-Corporate Operations	6%	12%	25%	36%	21%
Supplier-Corporate Operations	20%	11%	15%	30%	24%
Supplier-Regional Operations	10%	5%	15%	20%	50%
Supplier-Sales	3%	13%	24%	37%	23%
Supplier-Account Management/Customer Service	10%	8%	33%	27%	22%

Topic

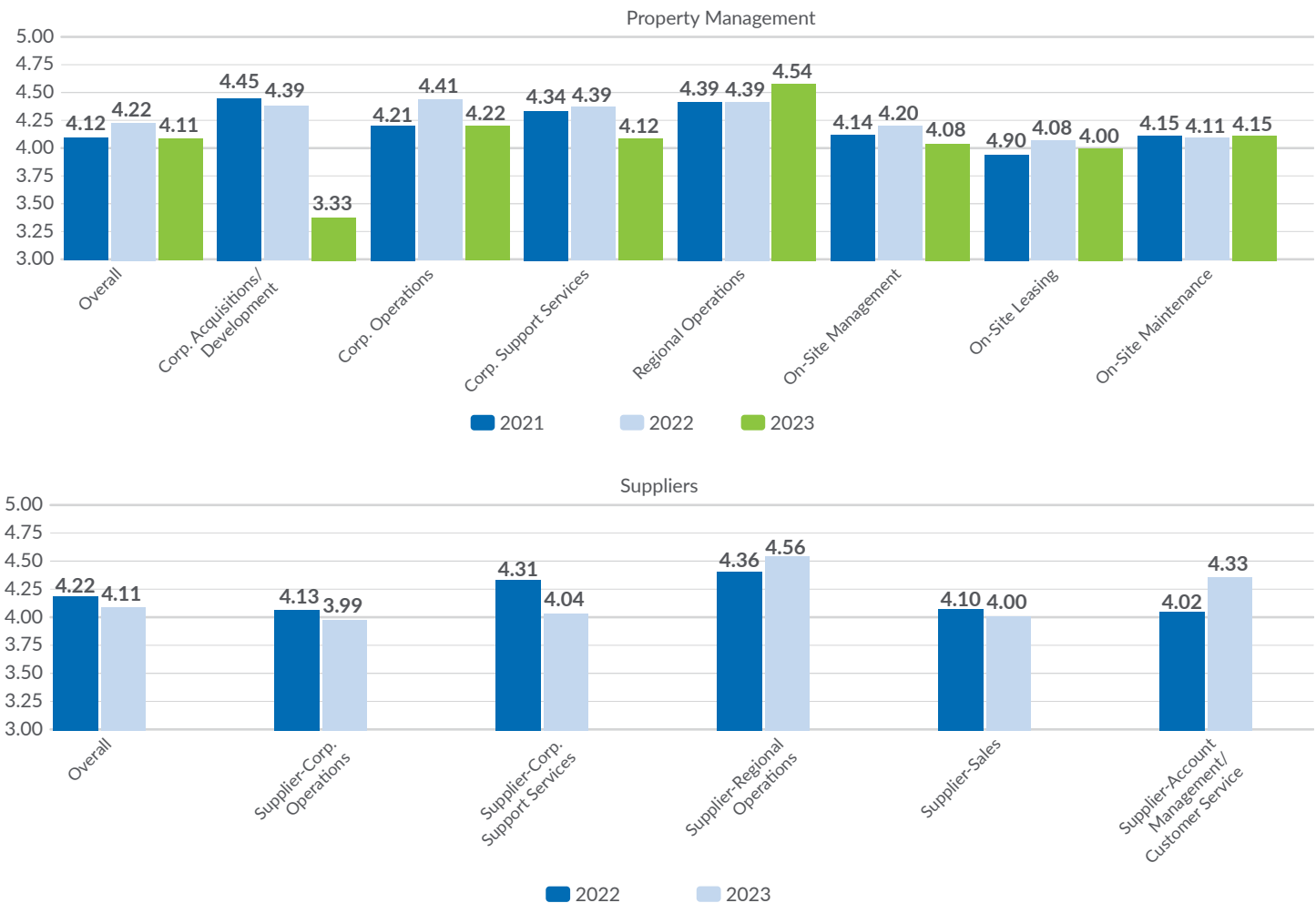
How likely are you to remain with the company for the next 12 months?

Summary

The overall average Likelihood to Remain is a moderate 4.12 score on a five-point scale, decreasing slightly over the inaugural study. All positions decreased their average likelihood to remain with the company with the exception of On-Site Maintenance, Regional Operations, Supplier-Regional Operations, and Supplier - Account Management. Despite a variety of challenges faced by all employees, 72% of respondents indicate they are likely or very likely to remain with the company for the next 12 months. However, with 18% unsure or unwilling to convey their likelihood to remain, and an additional 10% unlikely or very unlikely, attention is warranted on the issues identified in this study. Given the continued staffing challenges faced by employers, companies must address the current workload and improve the resources to address the mental and emotional health of employees to positively impact engagement and retention.



Position Breakdown



Topic: How likely are you to remain with the company for the next 12 months?

Distribution by Position

	VERY UNLIKELY	UNLIKELY	NEUTRAL	LIKELY	VERY LIKELY
Overall	5%	5%	18%	17%	55%
Corporate Acquisitions/Development	5%	9%	48%	24%	14%
Corporate Operations	3%	6%	16%	15%	60%
Corporate Support Services	7%	4%	16%	18%	55%
Regional Operations	0%	5%	7%	17%	71%
On-Site Management	6%	5%	19%	16%	54%
On-Site Leasing	7%	8%	16%	16%	53%
On-Site Maintenance	6%	4%	15%	21%	54%
Supplier-Corporate Operations	8%	2%	22%	22%	46%
Supplier-Corporate Support Services	4%	4%	24%	18%	50%
Supplier-Regional Operations	0%	0%	0%	44%	56%
Supplier-Sales	4%	6%	20%	26%	44%
Supplier-Account Management/ Customer Service	3%	0%	17%	21%	59%

Topic

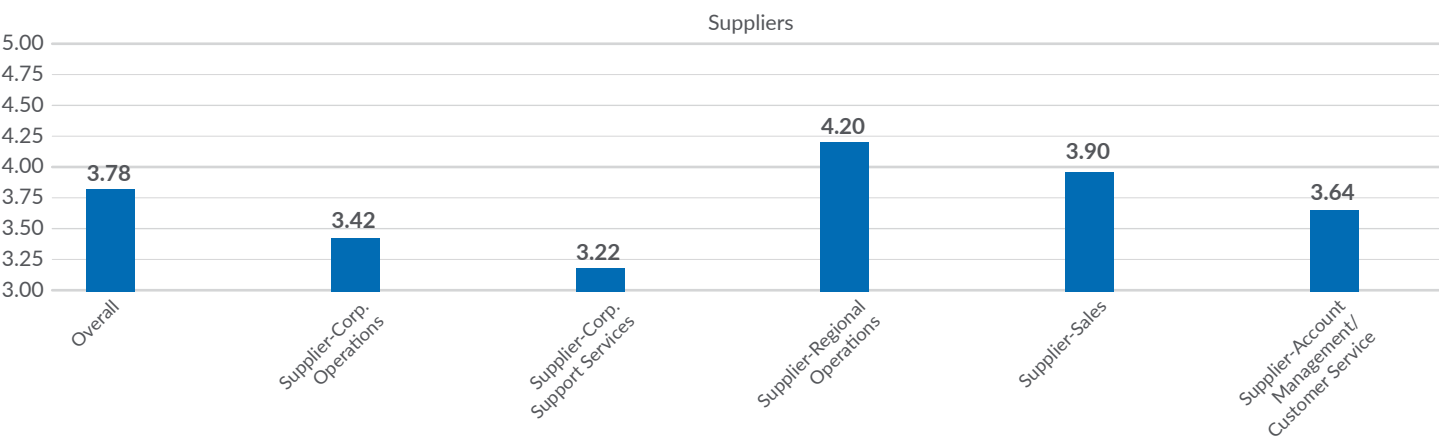
How likely are you to recommend working in property management?

Summary

As a new question that has been added to the Mental and Emotional Health Study, this provides valuable insight into the sentiment respondents have regarding the industry as a whole. The overall average score of 3.78 on a five-point rating scale indicates an opportunity for the rental housing industry to evaluate the realities of the daily employee experience and its ability to attract and retain a productive workforce. With 38% of respondents unlikely or unsure if they would recommend working in property management, leaders should see the critical need to act and influence the employee experience in a positive way.



Position Breakdown



Topic: How likely are you to recommend working in property management?

Distribution by Position

	VERY UNLIKELY	UNLIKELY	NEUTRAL	LIKELY	VERY LIKELY
Overall	7%	7%	24%	24%	38%
Corporate Acquisitions/Development	9%	9%	25%	27%	30%
Corporate Operations	6%	6%	22%	25%	41%
Corporate Support Services	7%	5%	27%	30%	31%
Regional Operations	6%	5%	24%	23%	42%
On-Site Management	9%	7%	21%	24%	39%
On-Site Leasing	8%	8%	18%	21%	45%
On-Site Maintenance	7%	7%	21%	26%	39%
Supplier-Corporate Operations	6%	11%	36%	31%	16%
Supplier-Corporate Support Services	17%	11%	28%	20%	24%
Supplier-Regional Operations	0%	0%	25%	30%	45%
Supplier-Sales	1%	10%	26%	23%	40%
Supplier-Account Management/ Customer Service	8%	4%	34%	24%	30%

Topic

In the past year how many days did you take off work due to not feeling emotionally well enough to perform your job?

Distribution by Position

	NO DAYS TAKEN OFF	LESS THAN A WEEK	1-2 WEEKS	2-3 WEEKS	3-4 WEEKS	A MONTH OR LONGER
Overall	61.0%	26.6%	9.2%	1.3%	0.8%	1.1%
Corporate Acquisitions/Development	70.5%	20.5%	0.0%	0.0%	6.8%	2.3%
Corporate Operations	70.9%	21.4%	6.3%	0.5%	0.5%	0.5%
Corporate Support Services	61.6%	27.4%	8.5%	1.8%	0.6%	0.0%
Regional Operations	61.1%	32.4%	5.6%	0.0%	0.0%	0.9%
On-Site Management	57.8%	27.7%	11.4%	1.1%	0.8%	1.2%
On-Site Leasing	51.5%	29.8%	12.8%	2.6%	0.9%	2.6%
On-Site Maintenance	69.3%	22.1%	5.5%	2.0%	0.0%	1.0%
Supplier-Corporate Operations	55.2%	23.9%	14.9%	1.5%	3.0%	1.5%
Supplier-Corporate Support Services	56.5%	28.3%	15.2%	0.0%	0.0%	0.0%
Supplier-Regional Operations	55.0%	35.0%	5.0%	5.0%	0.0%	0.0%
Supplier-Sales	68.1%	21.7%	8.7%	0.0%	0.0%	1.4%
Supplier-Account Management/ Customer Service	70.1%	23.4%	3.9%	1.3%	0.0%	1.3%

Topic

In the past year how many days did you take off work due to a family member or friend not feeling emotionally well?

Distribution by Position

	NO DAYS TAKEN OFF	LESS THAN A WEEK	1-2 WEEKS	2-3 WEEKS	3-4 WEEKS	A MONTH OR LONGER
Overall	75.8%	17.9%	4.5%	0.8%	0.5%	0.6%
Corporate Acquisitions/Development	86.4%	13.6%	0.0%	0.0%	0.0%	0.0%
Corporate Operations	81.0%	14.6%	3.4%	1.0%	0.0%	0.0%
Corporate Support Services	72.0%	24.4%	3.0%	0.6%	0.0%	0.0%
Regional Operations	80.6%	13.0%	2.8%	0.9%	1.9%	0.9%
On-Site Management	73.8%	19.1%	5.7%	0.5%	0.6%	0.3%
On-Site Leasing	73.7%	20.6%	4.5%	0.4%	0.4%	0.4%
On-Site Maintenance	73.4%	18.6%	5.0%	1.5%	0.5%	1.0%
Supplier-Corporate Operations	77.6%	11.9%	7.5%	0.0%	1.5%	1.5%
Supplier-Corporate Support Services	78.3%	17.4%	0.0%	0.0%	0.0%	4.3%
Supplier-Regional Operations	60.0%	20.0%	15.0%	5.0%	0.0%	0.0%
Supplier-Sales	80.9%	14.7%	2.9%	1.5%	0.0%	0.0%
Supplier-Account Management/ Customer Service	83.1%	11.7%	3.9%	1.3%	0.0%	0.0%

Topic

Changed Job in the Last Six Months

Summary

On average, 13% of respondents had changed employers within the last six months, compared to 15% in the year prior. Employment changes decreased in every job category for rental housing operators, but the most notable job stabilization occurred among Regional Operations, with a significant drop from 12% in 2022 to 4% in 2023. Percentage of employer changes for Suppliers reduced by nearly half for every position category. While average annual employee turnover rates continue to be an industry challenge, turnover within the first 90 days of hire is cited as the more alarming concern, as short staffing creates additional burden and stress on the remaining employees. Providing focus on employee mental and emotional health is one step in creating an environment that enables employee engagement and retention.

Have you changed employers in the last six months?

	2023/YES	2022/YES
Overall	13%	15%
On-Site Leasing	23%	23%
Corporate Acquisitions/Development	16%	18%
On-Site Maintenance	15%	16%
On-Site Management	13%	14%
Corporate Support Services	11%	12%
Corporate Operations	8%	11%
Regional Operations	4%	12%
Supplier - Sales	16%	32%
Supplier - Corporate Support Services	15%	17%
Supplier - Account Management / Customer Service	12%	21%
Supplier - Corporate Operations	6%	15%
Supplier - Regional Operations	5%	18%

Topic

Correlation with Likelihood to Remain

Summary

The correlations with the likelihood to remain with the company in the next twelve months changed very little since the inaugural study. Correlations are reported as +1 to -1, and the relationship is defined by the distance from 0; moderate correlations begin at 0.3. The topics with the highest and strongest correlations with the likelihood to remain continue to be related to the company's priorities, its culture, and executive leadership. Conversely, topics related to workload stress, and personal interactions had the lowest correlations with the likelihood to remain. It appears the correlations are impacted more by how much an employee feels their company and leadership are addressing stresses in the workplace than the effects of the workplace challenges. This presents an opportunity for companies to enhance efforts regarding, and communication about, their commitment to address challenges that are impacting employee wellbeing.

Correlation with Likelihood to Remain

	2021	2022	2023
Employee wellbeing is a priority at my company	0.481	0.483	0.466
My company's culture encourages a reasonable balance between work and personal life	0.457	0.452	0.436
I rarely feel stressed about executive leadership	0.413	0.400	0.373
I feel emotionally well	0.347	0.386	0.367
My company offers resources to help support employee mental and emotional health	0.302	0.326	0.337
Overall, I feel less stressed than I did a year ago	0.401	0.363	0.335
I rarely feel stressed about my interactions with team members	0.297	0.300	0.317
In the last month, my mental and emotional health has not interfered with my productivity at work	0.289	0.292	0.280
I rarely feel stressed about my workload	0.270	0.316	0.279
In the last month, my mental and emotional health has not interfered with my personal life	0.237	0.283	0.278
The demands of my job rarely interfere with my personal life	0.312	0.251	0.244
I rarely have to work more than 40 hours a week	0.149	0.149	0.143

Conclusion

The impact of mental and emotional health on rental housing employees' overall wellbeing continues to be a challenge and shows signs of worsening with every survey topic declining in score compared to the prior year. With only 40% of respondents feeling less stressed than a year ago, nearly 30% reporting their wellbeing is impacting their productivity at work, and declining employee expectations that they will still be with the company in the next year, action from industry leaders is needed. High employee turnover, staffing shortages, difficulties filling vacant positions, and increasing inflation have made a challenging time even worse.

Company leaders should strategically address those challenges over which they have influence and increase the support they provide to reduce stress levels among their employees. Given the staffing shortage facing the industry, the increasing financial strain on employees, and the impact of reduced productivity and high employee turnover, it is urgent for leaders to demonstrate action to support their team members.

A balanced approach of prioritizing employee recruitment, hiring, and training, in addition to nurturing a safe and supportive environment for each team member's mental, emotional, and physical health can lead to a more healthy, engaged, and productive workforce.

Research and Report Design

The focus of this brief and anonymous survey was to ask for agreement with, and the importance of, twelve positive statements. Responses used a five-point rating scale, including 1 (“strongly disagree” and “very unimportant”) up to a 5 (“strongly agree” and “very important”). Swift Bunny utilizes this unique two-dimensional approach to aid in prioritizing opportunities to improve. Overall topic scores are calculated and reported using Swift Bunny’s proprietary Agreement/Importance (A/I) algorithm, which provides a score that is based upon the gap between the agreement and importance scores for a topic, the topic’s level of importance, and the topic’s correlation with the likelihood to remain with the company. The A/I Score is reported as a number between 1 and 100. The lower a topic’s A/I score, the greater the opportunity for improvement; these topics should be made action planning priorities.

In order to gain the greatest possible participation from front-line multifamily housing employees, a multi-faceted recruitment strategy was implemented. The recruitment program included NAA sending emails to primary contacts at all member companies and an aggressive social media campaign by NAA and Swift Bunny. Companies that voiced the desire to participate were provided with an email template to use to promote the survey to all employees. The participation recruitment program was highly successful, with 2,512 employees completing the survey, including strong participation from every position. Based on the number of employees in the multifamily housing industry and how many responded to the survey, results offer a high degree of statistical reliability, achieving a strong +/- 1.8% margin of error with 95% confidence; at 99% confidence, the margin of error remains low at +/- 2.4%.

About the National Apartment Association

The National Apartment Association (NAA) serves as the leading voice and preeminent resource through advocacy, education, and collaboration on behalf of the rental housing industry. As a federation of 141 affiliates, NAA encompasses over 95,000 members representing more than 11.6 million apartment homes globally. NAA believes that rental housing is a valuable partner in every community that emphasizes integrity, accountability, collaboration, community responsibility, inclusivity, and innovation. To learn more, visit www.naahq.org.

About Swift Bunny

Swift Bunny offers a comprehensive platform to measure, manage, and maximize employee performance. Ingage by Swift Bunny™ is the apartment industry’s first employee lifecycle feedback system. Inquire by Swift Bunny™ is a flexible and user-friendly custom survey solution for collecting employees’ opinions and feedback. Intouch by Swift Bunny™ is a multifamily-specific customer survey solution. And, Introduce by Swift Bunny™ is a hire-to-retire workflow manager. Uncovering honest feedback from both employees and customers can help organizations to identify priorities, reduce employee and resident turnover, and improve the bottom line. Learn more at swiftbunny.com or 866.896.2933 or connect with our team at contact@swiftbunny.com.

About MRI Software

NAA's Mental and Emotional Health Survey is sponsored by MRI Software, a passionate NAA Premier partner actively working on dismantling the stigma attached to mental health. They are committed to developing and promoting sustainable practices that cultivate emotionally healthy environments where people from all walks of life can thrive. MRI Software is a leading provider of real estate software solutions that transform the way communities live, work and play. MRI's comprehensive, flexible, open and connected platform empowers owners, operators and occupiers in commercial and residential property organizations to innovate in rapidly changing markets. MRI has been a trailblazer in the PropTech industry for over five decades, serving more than six million users worldwide. Through leading solutions and a rich partner ecosystem, MRI gives real estate companies the freedom to elevate their business and gain a competitive edge. For more information, please visit mrisoftware.com.

About the Authors

Doug Miller, Partner and Chief Research Officer with Swift Bunny, oversees research functions and product planning. Prior to this, Doug was Founder and CEO of ManagInc; its employee, resident, and service provider feedback system helped clients enhance their focus on stakeholders to improve employee retention, resident retention, and reputation. Before ManagInc, Doug was Founder and President of SatisFacts Research, the rental housing industry's leading resident feedback program provider. Doug started his career in property management in the 1990's, including as Director of Marketing for two NMHC Top 50 firms. Doug earned his BSBA from Washington University/St. Louis and MBA/Marketing from The American University. Doug can be reached at doug@swiftbunny.com.

Jen Piccotti, President of Swift Bunny, got her start in property management in 2000 and has spent the last two decades listening to, learning from, and finding solutions for multifamily residents, employees, and executives. In her current role she has the opportunity to connect the dots between data, performance, and progress. She consistently provides unique and actionable insights on the latest trends in employee engagement, customer satisfaction, organizational communication, process improvement, and reputation management. Jen is a frequent presenter at industry events, such as NAA Apartmentalize, NMHC OPTech, AIM, and Multifamily Social Media Summit. Prior to joining Swift Bunny, Jen was Chief Operating Officer for ManagInc, and previously was SVP of Education and Marketing for SatisFacts Research. She holds a Master of Science in Quality Assurance from California State University, Dominguez Hills. Jen can be reached at jen@swiftbunny.com.

Appendix

What describes your current position?	2023	2022	2021
Corporate Acquisitions/Development	2.4%	3.7%	1.9%
Corporate Operations	10.9%	9.6%	9.9%
Corporate Support Services	8.7%	8.7%	8.5%
Regional Operations	5.7%	6.8%	6.2%
On-Site Management	34.3%	36.4%	41.2%
On-Site Leasing	12.9%	11.6%	22.5%
On-Site Maintenance	10.5%	15.0%	9.8%
Supplier – Corporate Operations	3.5%	1.9%	N/A
Supplier – Corporate Support Services	2.4%	1.3%	N/A
Supplier – Regional Operations	1.1%	0.4%	N/A
Supplier – Sales	3.7%	1.6%	N/A
Supplier – Account Management / Customer Service	4.1%	3.0%	N/A

Which region do you currently live in? (NAA regions)	2023	2022	2021
Central (Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin)	23.2%	8.7%	7.6%
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont)	16.3%	13.1%	3.9%
Southern East Coast (Georgia, Kentucky, North Carolina, South Carolina, Tennessee)	14.0%	17.0%	22.1%
Midwest (Arkansas, Iowa, Kansas, Missouri, Nebraska, Oklahoma)	9.7%	1.0%	8.7%
Far West (California, Hawaii)	9.2%	5.3%	2.8%
Mid-Atlantic (DC, Delaware, Maryland, Pennsylvania, Virginia, West Virginia)	7.3%	17.9%	11.5%
Southeast (Alabama, Florida, Louisiana, Mississippi)	6.7%	12.2%	12.8%
West (Alaska, Arizona, Idaho, Nevada, Oregon, Washington)	5.3%	12.9%	9.8%
South Central (New Mexico, Texas)	5.3%	10.6%	18.0%
North Central (Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming)	3.0%	1.4%	2.8%