



The EPMS *Shopping Report Performance Comparison* A Multifamily Industry Benchmark 1st Quarter 2005

Spring is in the air! Springtime signifies a new beginning...a fresh start! As we experience nature beginning its annual new cycle of growth, let's remind ourselves that we, too, can take this Spring season as a time to regroup. Let's create a fresh and re-energized approach to our marketing and leasing efforts. Like the flowers and trees this time of year, EPMS wants to help be the catalyst that empowers your on-site leasing professionals to *blossom* into an effective and productive sales force that pushes occupancy and income up, Up, UP! We present our **First Quarter 2005 EPMS *Shopping Report Performance Comparison*** as a tool to help your company flourish in its efforts to compete in what continues to be a very competitive and tricky marketplace!

The Anatomy of a Leasing Professional – This quarter we will start our series on the marvel of that complex and unique creature of on-site management, the *leasing professional*! For the next four quarters, we'll use the Benchmark results, as well as information and observations gleaned from industry experts like you, to learn how to plant and grow the strongest leasing people possible. We will learn some of the best practices for "leasing consultant cultivating" through observing the systems and procedures of the nation's top performing companies. We will even look outside of the apartment business at the recruiting, training, and compensation/motivation practices of other industries that rely heavily on strong person-to-person salespeople. But first, let's take a look at this quarter's Benchmark leading companies as well as the overall averages. For our new readers, allow us to explain this report and the EPMS *Shopping Report Performance Comparison*.

The EPMS Quarterly *Shopping Report Performance Comparison: A Multifamily Industry "Benchmark"* - This summary was started in the first quarter 2000 to answer the question that many of our EPMS shopping customers have asked us for years. "***How do my on-site leasing professionals compare to those in other similar companies?***" As an EPMS participating shopping client, you now get the answer to that question. The EPMS *Shopping Report Performance Comparison* allows you to compare your company's leasing performance to other national and regional operators. By measuring the affirmative answers to ten leading and universal performance questions that are common to all telephone/on-site mystery shopping reports, we can rank participating companies, on a fair, weighted, and equal basis, according to their average leasing/shopping score. These ten questions are included in the comparison chart attached to this letter.

33 Participating Companies Representing 4,540 Total Shops

Participation in the EPMS Quarterly *Shopping Report Performance Comparison* is a benefit reserved for those companies who are frequent, long-term shopping customers. A minimum of 40 shops during the quarter is required to be included. This summary participation represents a record breaking first quarter shopping report total of 4,540 evaluations. We want to welcome **Orion Real Estate Services, Inc., Rockwell Management, and Sterling Management** as new participants in the comparison this quarter. We also want to identify and warmly thank the current companies who contributed their shopping data to this quarter's *Shopping Report Performance Comparison*.

Amlis Residential	Fairfield Residential	Orion Real Estate Services, Inc.
Archstone Communities	Fogelman Management Group	Post Properties
AvalonBay Communities, Inc.	Gables Residential Services	RAM Partners, LLC
BRE Properties	Greystar Management	Rockwell Management
Capreit	Home Properties	Simpson Property Group
Capstone Real Estate	JPI	Sterling Management, Ltd., Inc.
Colonial Properties Trust	Legacy Partners	Tarragon Management
Con Am Management	Lincoln Property Company	Trammell Crow Residential Services
Concord Management	Lynd Company, The	United Dominion Realty Trust (UDRT)
CWS Apartment Homes	Metric Property Management	Village Green Companies
Equity Residential	Milestone Management	Windsor Communities

First Quarter 2005 Average ties All Time Record at 85.7%

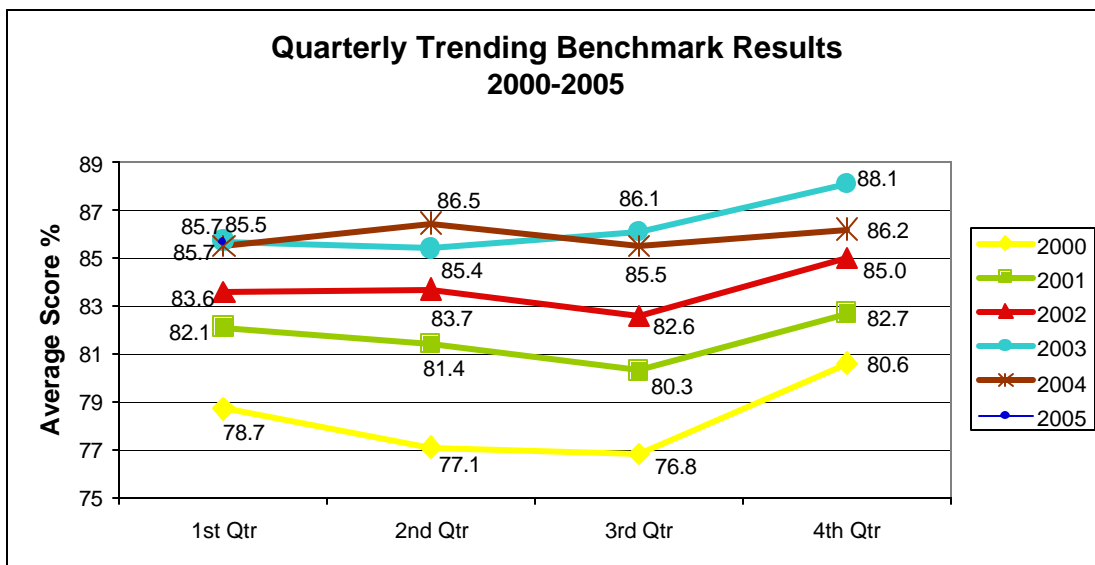
Do not let anyone say our customers have backed off from demanding leasing excellence! Despite this record number of reports for a first quarter, the participating companies tied the existing record average of 85.7% set back in first quarter 2003!

Furthermore, the top company reached an all time first quarter record average of 94.1%. The chart below tracks the first quarter Benchmark averages since 2000. It also shows the total shops (from participating companies) for the quarter and the spread between the top company average score and the bottom.

First Quarter Benchmark Historical Data

1 st Quarter	Overall Average	Company Score – Average Ranges		Total Shops
		High	Low	
1 st Quarter 2005	85.7%	94.1%	70.0%	4,540
1 st Quarter 2004	85.5%	93.8%	78.1%	4,064
1 st Quarter 2003	85.7%	91.6%	76.6%	3,147
1 st Quarter 2002	83.6%	88.8%	71.8%	2,323
1 st Quarter 2001	82.1%	88.8%	66.3%	1,893
1 st Quarter 2000	78.7%	85.9%	64.3%	1,267

The spread between the high and low company average is the greatest ever and reverses the previous trend of this gap progressively narrowing each year. This does not necessarily indicate a trend. What may be more telling is six companies in this quarter’s results had average scores below the previous first quarter’s low of 78.1%. Yet, due to more companies on the top half of the rankings who scored higher, the overall average is up a few tenths of a point.



Gables Residential Earns a 94.14% Average and the Top Position...AGAIN! – Congratulations AGAIN to the Gables Residential team for reaching the top position on this quarter’s *Shopping Report Performance Comparison*. With an overall average benchmark score of 94.14%, Gables has accomplished the incredible feat of reaching the pinnacle of our survey for the sixth time! Jana Martin, Gables National Director of Training gives all the credit to the Gables on-site team members. *“We are elated to have achieved first place once again. This outstanding performance is a true reflection of the dedication and consistency of our Gables associates.”*

You may recognize the two other consistent performers who earned the second and third positions. It is a mirror of last quarter! **Lincoln Property Company** captured the runner up spot with an impressive 93.5% average while **CWS Apartment Homes** was close behind at 92.86% for a strong third place finish! We will give each of these companies the opportunity to share some of their recruiting and training practices that have contributed to their consistent “good hires”! It seems that all three companies along with a host of others who participate in this benchmark program are continuing to revamp the way they view the leasing role. They have learned how to identify and recruit individuals who later prove to be productive salespeople. It starts with the concept that “leasing” and “management” are truly different disciplines that often require different players!

She’s a salesperson, not a manager! – The on-site leasing professional may be the brightest individual with the sharpest people skills of any office team member. Yet, that does not necessarily mean they are a natural choice for promoting to manager. The accomplished leasing professional is often the friendly, fun, and professional person in your office to whom all visitors seem magnetically drawn. That alluring personality is what makes this people-oriented individual so effective at

leasing apartments. But this same sales personality is also sometimes disorganized and scattered. Details, schedules, and even deadlines will drive them crazy! Not the kind of person you want driving the business side of your community's operations!

Leasing is a different task or role than management or bookkeeping. Today's property management "leasing" challenges demands a unique and specialized salesperson. Let's see what our benchmark leaders say about the anatomy of the leasing professional. Who is this person and what traits should they possess? But first, we will pose the same questions to an expert from another industry that depends heavily on effective, person-to-person salespeople.

Car Sales vs. Apartment Leasing? Is there a parallel?

You can learn a lot from the car sales business! Though they have been stereotyped as the most manipulative and unscrupulous sales force in the business world, today's car sales professionals are actually a well-trained group. To get some insight into sales from a car dealership perspective, we spoke with Thomas Quintana, a 20-year veteran in the car business. He is the former General Manager for one of the nation's largest car dealerships, Frank Parra Chevrolet in Irving, Texas, and now owns the fast growing Quintana Honda in Paris, TX. His perspective and insights on interviewing and identifying traits that will indicate a tendency for sales ability and effectiveness can be easily applied to on-site apartment leasing.

"I look for *passion!* During the interview, I want to see if they have *passion* about anything in their life," says Quintana about his initial meeting with the salesperson candidate. "If the person has *passion* about rock climbing, stamp collecting, their church, or volunteering at a food bank...anything...I know I can take that and translate that energy into a passion for selling cars." He uses a few specific interviewing questions to reveal the *passion* in the applicant's life such as "***What do you do outside of work? What hobbies do you enjoy?***" Quintana has found that the best salespeople seem to have a reason to get up in the morning...they have a cause for which they are passionate!

Contrary to conventional wisdom, the bright, bubbly "people person" is not always the preferred auto sales candidate. If they lack *passion*, that stereotypical sales personality does not do as well. On the other hand, Quintana finds that the more detailed personality, not your usual sales type, can "learn" to be effective if they have *passion*. In fact, that personality type has some characteristics that are very desirable and do not always come with the classic sales personality! With *passion*, something in their life they feel strong about, the non-sales personality will be effective while bringing some very desirable administrative and organizational skills not typical of most Type A sales folks.

With over 18 years of managing sales people in the new and used automobile sales industry, Quintana has come up with a success formula built on three concepts: **Vision, Training, and Motivation.**

- **Vision** – Quintana says it is the "leader's" responsibility to provide the **Vision** of what it means to be a successful sales associate in his company. What does "success" look like and how do you specifically measure it? If your sales team does not understand the sales and performance goals of the company, how can they possibly reach them? "We can't expect someone to do a good job if we do not tell them what we want. If our sales team does not know the expectations, that is the fault of the leader!"
- **Training** – Many potentially GREAT salespeople fail due to lack of training. Quintana's dealership not only has formal training and twice weekly sales meetings, he and his sales managers also look for "training moments" every day. Each chance he gets to "mentor" a sales associate provides additional instruction and encouragement. This leads to better performance. It is also a big "motivator" for the salesperson to get personal attention from the dealership owner!

The sales team members are asked in their initial interview, "How well do you take direction?" This two-sided question is usually answered, "I take direction very well!!" by the job applicant. So if it comes up later when the sales personality shows the typical reluctance to receive input and training after being on the job for several months, Quintana will remind the individual that they told him they were open to taking direction. This creates a bit more cooperation to be trained even as the salesperson matures in their position and becomes stronger in their sales skills and presentation.

- **Motivation** – Motivation cannot be forced. While you cannot make a salesperson motivated, Quintana tells us you can create an environment that is motivating. Yet, a person's motivational "hot buttons" can be as unique as their personality and life experiences. "We don't motivate our sales force as a team. We motivate each person individually. Everyone has a different idea about what produces long-term happiness...or *motivation*. One person is happy making \$2500 a month, another will only be happy making three times that much. And each are motivated by different rewards and must be stimulated by what inspires them to greater production and performance!"

In the car business, salespeople move around from dealership to dealership, (Hmmm, sounds a bit like our industry!) So a stable work history is not necessarily a critical attribute when interviewing a potential salesperson, according to Quintana. “You may have someone who has bounced around a bit but it might be because they never had a good leader. Even if they have had four jobs the last two years, there is often a legitimate reason. They have not found a leader who wants to create a relationship with them and do business!”

One of Quintana’s favorite interviewing questions also sheds some light on how to lead and motivate this potential new salesperson: **“If you had the idea job, what would you be doing, how long would you be doing it, and how much money would you make?”** The answer to this one says volumes about their personal values and motivation.

Identifying the Potential Sales/Leasing Phenom – Is it simply dumb (but good!) luck when you land a leasing superstar? Or is there a better way to zero in on candidates that will have skills and attributes that make them a better option for that on-site leasing position? Outside of paying the big bucks to recruit a proven performer, what can you do to find those leasing consultant applicants that have the personality traits to be high producers? We surveyed the three top Benchmark participants to see how they have been able to find and recruit a superior sales force. We found their comments enlightening!

Janis Cowey, Director of Training for CWS Apartment Homes, gives credit to their employee referral program that rewards CWS Associates with \$250 for any referral the company hires. While this applies to any position, it is especially helpful in finding leasing candidates. The CWS leasing professionals KNOW their comps as well as their comps’ better leasing people. The \$250 referral fee, along with the company’s growing reputation as a great place to work with good compensation, creates many applicants. The result is that about half of all new leasing professionals are recruited through employee referrals. LPC also gets a majority of its new leasing folks through internal employee referral, according to **Maria Lawson**, the company’s Vice President of Marketing and Training. “Our current employees do much of the selling for us. They want to surround themselves with other effective sales personalities like themselves.” Leasing recruits are also drawn to the company’s positive industry reputation and stability. LPC also hires from the retail and restaurant industries. Property management offers a more stable schedule compared to the late nights required in these service industries.

Gables Residential is capitalizing on the numerous property management degree programs that are springing up from colleges such as Florida State University and University of North Texas. **Jana Martin** states that Gables Residential, along with the Texas Apartment Association, is also working with other universities to implement property management programs or to at least offer some property management courses. Combined with the employee referrals, the property management training programs have proven to be a steady conduit of good people. But all three companies have something “extra” they look for when it comes to the leasing consultant.

How do YOU spell “Leasing Professional”? Cowey says one way you *don’t* spell it is “manager”! She explains, “They are different animals with different roles. The idea that the manager should be the best leaser in the office is absurd. The manager must be a capable leaser, but if she were the *best*, then she should be the leasing associate!” She adds that these salespeople often require a different form of training, direction, AND discipline. When pushed to find words to describe the ideal leasing professional, Cowey came up with “polished, articulate, caring, attractive, assertive, and self confident.” And to top it off, they have to know how to *listen*. Those are tall orders for one human being!

“First and foremost, they need to be nice and like other people!” Lawson tells us. She continues with other desired traits, “Mature beyond their age, educated, have common sense, flexible, career path driven, professional, patient, and outgoing”. The best candidates are high energy with superior social skills. “They tend to be creative thinkers and are often attracted to the marketing and training side of our business.” While sales skills are essential, Gables Residential also seeks individuals who are compatible with the Gables *environment* and culture. Martin says, “We look for candidates that can hit the ground running and produce results quickly. Yet, we look for people that are assertive rather than simply aggressive. This kind of person tends to become a long term player for Gables.”

Testing Helps Identify “BEST” Potential Candidates – All three companies use some sort of personality/performance testing during the hiring process. These management companies have determined the key traits of a superior leasing professional and the applicant’s test results are compared against the predetermined desired personality and performance profiles. CWS Apartment Homes uses *Bizet Human Asset Management* to identify and measure the personality traits of its proven current and past leasing professionals. This profile is then matched up to applicants who go online to take the pre-

employment AVA (Activity Vector Analysis) Job Behavioral Assessment. If the candidate is not ranked as a “good” or better match, the person is not even interviewed. The assessment results identify people, sales, and organizational skills and characteristics that are used not only in the hiring process but also in the long-term management of the individual after employment.

“Hiring the right people is a critical part of our business,” says Lawson. “Hiring the wrong person can cost us lots of dollars as well as lower our productivity and morale. Our testing and in-person interviewing process improves our odds of making a good employment decision!” LPC measures key personality traits through organizational psychologists *Bigby, Havis, and Associates, Inc.* This company provides insight in three main areas: 1) **Integrity Index** - Personal integrity and work ethic, 2) **Leasing Math** – Basic math and numerical reasoning skills, and 3) **Performance Index** – Energy, assertiveness, positive attitude about sales and customers, social comfort, accommodations to others, frustration tolerance, criticism tolerance, self-reliance, and acceptance of diversity.

In addition to seeking prospective salespeople who demonstrate *passion*, Thomas Quintana uses testing from Atlanta-based **Predictive Index** to get a broader perspective of the individual’s personality. The **Predictive Index** measures assertiveness, sociability, patience and other key sales personality traits. By comparing the test results from past successful salespeople in his dealership, Quintana can recognize candidates who seem to possess similar traits that may indicate superior sales potential. He actually tests everyone in his companies in order to assess personalities and adjust his management style to the individual.

Where Are The Best Leasing Professionals in the Country? – Approximately 2,300 shops a month have revealed that there are outstanding leasing professionals working their sales “magic” in every part of this great country. No particular region in the United States holds exclusive rights to the best leasing folks in the industry...or does it? We thought it would be interesting to take a look at the Benchmark Shopping scores by state just to see if there might be an area that seemed to be “better” than the others. Below are the seven states with at least 100 total shops for the quarter that scored the highest averages on the ten Benchmark questions. Note that this average includes ALL companies, not just the ones who choose to be a part of the **Quarterly Shopping Report Performance Comparison**.

State	Overall Benchmark Score, 1 st Quarter, 2005
Massachusetts	88.2%
Maryland	88.1%
Arizona	87.9%
Illinois	87.6%
Colorado	86.7%
Michigan	86.6%
North Carolina	86.3%

Admittedly, this data is not especially significant and is influenced by the specific companies that do shopping through EPMS in that state. But it does illustrate the flexibility of our database sorting functions. Please let us know if you would like a custom report showing benchmark score averages of a specific municipality, MSA, state, or region. By the way, the overall benchmark average score for the first Quarter, 2005, was **83.7%** based on 6,828 individual shopping reports with over 150 companies. Interestingly, the four states (listed below) in which EPMS did the most shops in the first quarter, 2005 placed nineteenth and lower on our state average scores.

State	Overall Benchmark Score, 1 st Quarter, 2005
California (19 th place)	84.0%
Georgia (22 nd place)	83.5%
Texas (23 rd place)	83.5%
Florida (30 th place)	81.4%

* Based on forty states.

Thank you again for allowing us to provide these shopping report benchmark averages to you and to the apartment industry. We look forward to hearing from you. Join us next quarter for the latest **Shopping Report Performance Comparison** benchmark average scores as well as new “best practices” from industry leaders on **“The Proper Care and Feeding of the Leasing Professional”**.

Sincerely,

Rick Ellis

Rick Ellis, CPM
 President
 rellis@epmsonline.com

Joanna Ellis

Joanna Ellis, CAPS
 Vice President of Operations
 jellis@epmsonline.com

Enclosure



**SHOPPING REPORT PERFORMANCE SUMMARY®
MULTIFAMILY INDUSTRY BENCHMARK
FIRST QUARTER, 2005**

QUESTION OVERALL AVERAGE	TELEPHONE PRESENTATION		ON-SITE PRESENTATION									CLIENT OVERALL AVERAGE
	Q1 Set Appointment	Q2 Telephone Number	Q3 First Impression	Q4 Identify Specific Needs	Q5 Discuss/ Show Property	Q6 Apt. Condition	Q7 Feature/ Benefit Sell	Q8 Overcome Objection	Q9 Ask for Deposit	Q10 Lease from Agent		
84.10%	73.52%	93.08%	86.28%	94.71%	95.00%	88.44%	94.98%	61.85%	84.56%	85.65%		
Gables Residential Services	92.79%	88.59%	96.10%	93.69%	97.90%	98.20%	97.00%	97.60%	86.79%	92.79%	94.14%	
Lincoln Property Company	92.17%	88.51%	96.08%	95.04%	98.96%	96.08%	90.34%	97.91%	88.25%	91.64%	93.50%	
CWS Apartment Homes	89.80%	89.80%	97.96%	95.92%	97.96%	93.88%	100.00%	97.96%	67.35%	97.96%	92.86%	
CLIENT 4	89.58%	81.25%	97.92%	89.58%	93.75%	97.92%	100.00%	97.92%	77.08%	93.75%	91.88%	
CLIENT 5	95.65%	93.48%	93.48%	100.00%	97.83%	100.00%	97.83%	100.00%	52.17%	86.96%	91.74%	
CLIENT 6	88.89%	79.37%	98.41%	93.65%	96.83%	100.00%	92.06%	98.41%	73.01%	95.24%	91.59%	
CLIENT 7	93.06%	81.94%	95.83%	88.89%	95.83%	98.61%	94.44%	91.67%	80.56%	88.89%	90.97%	
CLIENT 8	82.93%	82.93%	100.00%	87.80%	97.56%	100.00%	92.68%	100.00%	65.85%	95.12%	90.49%	
CLIENT 9	87.90%	76.43%	94.90%	90.76%	98.41%	95.86%	93.63%	96.82%	72.61%	91.72%	89.90%	
CLIENT 10	76.47%	96.08%	94.12%	86.27%	96.08%	94.12%	90.20%	98.04%	76.47%	88.24%	89.61%	
CLIENT 11	92.42%	75.25%	96.46%	84.85%	97.48%	97.48%	90.40%	95.96%	70.70%	88.38%	88.94%	
CLIENT 12	94.05%	67.86%	94.05%	89.29%	94.05%	95.24%	90.48%	97.62%	76.19%	90.48%	88.93%	
CLIENT 13	81.40%	74.42%	97.67%	91.86%	96.51%	95.35%	89.53%	97.67%	72.09%	91.86%	88.84%	
CLIENT 14	78.57%	75.00%	98.21%	92.86%	95.54%	99.11%	92.41%	97.77%	69.64%	88.39%	88.75%	
CLIENT 15	86.42%	77.78%	96.30%	92.59%	95.06%	93.83%	93.83%	97.53%	60.49%	91.36%	88.52%	
CLIENT 16	87.50%	88.54%	94.79%	83.33%	94.79%	98.96%	89.58%	97.92%	61.46%	86.46%	88.33%	
CLIENT 17	88.78%	77.40%	89.58%	87.02%	97.28%	95.35%	89.58%	93.43%	53.85%	81.09%	85.34%	
CLIENT 18	83.33%	69.05%	92.86%	85.71%	94.05%	95.24%	95.24%	96.43%	52.38%	84.52%	84.88%	
CLIENT 19	80.25%	64.97%	92.36%	82.17%	97.45%	98.09%	87.90%	96.18%	59.24%	85.99%	84.46%	
CLIENT 20	80.88%	55.15%	94.12%	86.03%	94.85%	97.06%	91.18%	95.59%	52.94%	83.82%	83.16%	
CLIENT 21	78.95%	52.63%	98.25%	89.47%	92.98%	92.98%	96.49%	94.74%	45.61%	89.47%	83.16%	
CLIENT 22	86.59%	70.73%	93.90%	87.80%	91.46%	85.37%	92.68%	92.68%	46.34%	81.71%	82.93%	
CLIENT 23	88.95%	78.45%	91.71%	86.74%	90.61%	93.92%	81.22%	95.58%	44.20%	76.24%	82.76%	
CLIENT 24	76.56%	57.81%	87.50%	87.50%	96.88%	96.88%	87.50%	96.88%	59.38%	79.69%	82.66%	
CLIENT 25	86.04%	62.79%	88.95%	76.75%	93.02%	90.69%	77.91%	93.60%	48.26%	77.32%	79.53%	
CLIENT 26	72.77%	56.93%	91.58%	74.26%	91.58%	96.04%	90.59%	90.10%	51.49%	78.71%	79.41%	
CLIENT 27	69.57%	67.39%	91.30%	73.91%	91.30%	91.30%	78.26%	100.00%	36.96%	82.61%	78.26%	
CLIENT 28	66.97%	53.21%	96.33%	82.57%	93.58%	93.58%	76.15%	88.07%	43.12%	78.90%	77.25%	
CLIENT 29	73.33%	66.67%	86.67%	75.00%	85.83%	90.00%	75.83%	91.67%	49.17%	74.17%	76.83%	
CLIENT 30	65.12%	74.42%	95.35%	79.07%	83.72%	90.70%	72.09%	93.02%	41.86%	72.09%	76.74%	
CLIENT 31	77.58%	60.35%	86.21%	68.96%	93.10%	94.83%	77.59%	93.10%	36.20%	74.13%	76.21%	
CLIENT 32	60.47%	46.51%	86.05%	79.07%	89.53%	91.86%	81.40%	94.19%	45.35%	76.74%	75.12%	
CLIENT 33	64.00%	58.67%	84.67%	69.33%	79.33%	82.67%	71.33%	86.67%	38.67%	64.67%	70.00%	

Participating Companies:

Amlti Residential	Legacy Partners
Archstone Communities	Lincoln Property Company
AvalonBay Communities, Inc.	Lynd Company, The
BRE Properties	Metric Property Management
Capreit	Milestone Management
Capstone Real Estate	Orion Real Estate Services, Inc.
Colonial Properties Trust	Post Properties
Con Am Management	RAM Partners, LLC
Concord Management	Rockwell Management
CWS Apartment Homes	Simpson Property Group
Equity Residential	Sterling Management, Ltd., Inc.
Fairfield Residential	Tarragon Management
Fogelman Management Group	Tammell Crow Residential Services
Gables Residential Services	United Dominion Realty Trust (UDRT)
Greystar Management	Village Green
Home Properties	Windsor Communities
JPI	

Benchmark 1st Place Company:

Gables Residential Services

National Director of Training, **Jana Martin**

"We are elated to have achieved first place again. This outstanding performance is a true reflection of the dedication and consistency of our Gables associates."

* Representing 4,540 shopping reports



**SHOPPING REPORT PERFORMANCE SUMMARY
MULTIFAMILY INDUSTRY BENCHMARK
FIRST QUARTER, 2005**

OVERALL SCORE BY STATE

(All shops completed by EPMS)

State	Placement	Total
Alabama	36	76.3%
Arizona	6	87.9%
Arkansas	39	66.7%
California	19	84.0%
Colorado	10	86.7%
Connecticut	12	86.3%
Delaware	35	77.6%
Florida	30	81.4%
Georgia	22	83.5%
Illinois	7	87.6%
Indiana	29	81.7%
Iowa	25	82.9%
Kansas	8	87.2%
Kentucky	16	85.0%
Louisiana	28	81.8%
Maine	3	90.0%
Maryland	5	88.1%
Massachusetts	4	88.2%
Michigan	11	86.6%
Minnesota	14	86.2%
Mississippi	38	69.5%
Missouri	27	82.0%
Nevada	37	76.1%
New Jersey	32	79.9%
New Mexico	24	83.4%
New York	20	83.8%
North Carolina	13	86.3%
Ohio	18	84.7%
Oklahoma	17	84.9%
Oregon	31	80.0%
Pennsylvania	21	83.6%
Rhode Island	33	79.1%
South Carolina	9	87.0%
Tennessee	15	86.1%
Texas	23	83.5%
Utah	1	95.0%
Virginia	26	82.6%
Washington	34	77.8%
Washington, DC	2	94.1%
Wisconsin	40	65.7%
6,828 Shops *		83.7%

* Based on shops completed in 40 states