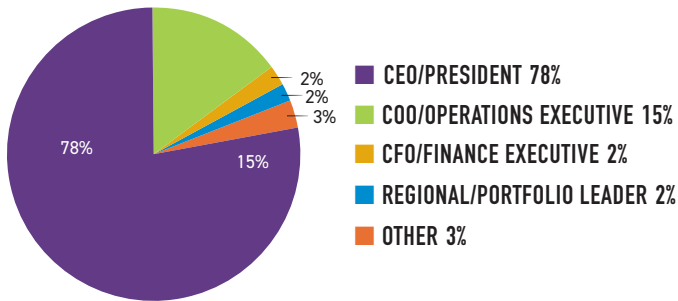


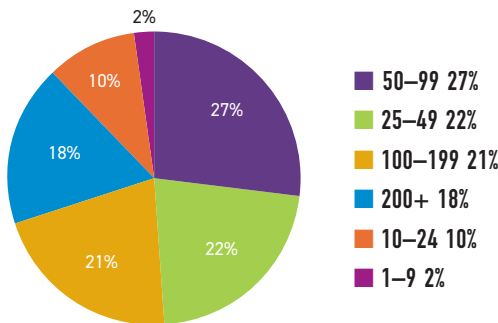
Snap Survey

OCTOBER 2025 | 94 Respondents

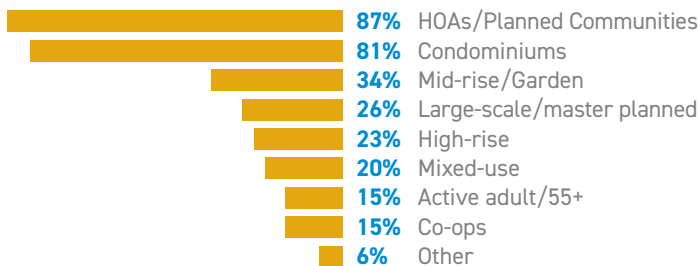
Your role



Primary portfolio mix



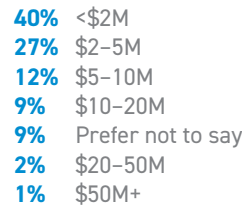
Primary portfolio mix



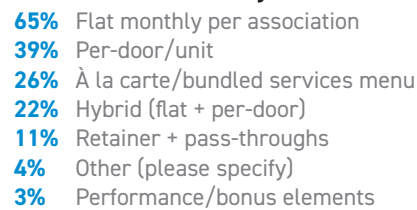
Operating footprint



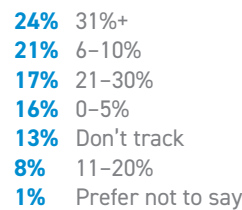
Annual company revenue



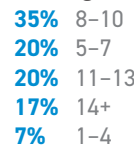
Fee models currently used



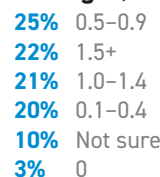
Share of revenue from ancillary services



Average communities per full-time community manager



Support staffing ratio (FTE support per community manager)



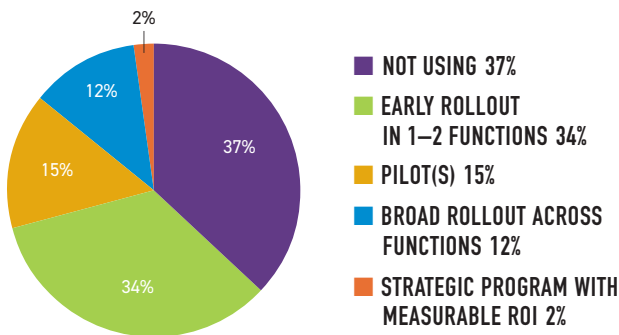
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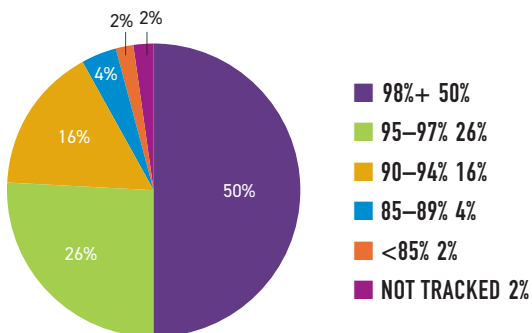
Core technology in use

- 97%** Accounting/ERP (e.g., AppFolio, Caliber, Vantaca)
- 73%** Resident portal & payments
- 43%** Work order/field service mobile app
- 36%** Electronic voting & meeting tools
- 21%** Contact center/call analytics
- 22%** AI assistants/automation (e.g., drafting, triage)
- 9%** BI/Dashboards for KPIs (e.g., Power BI)
- 6%** Other

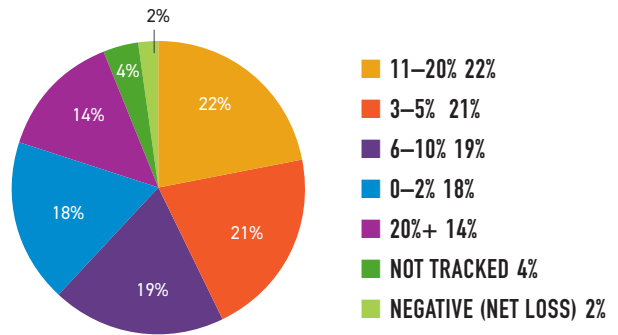
AI/automation adoption today



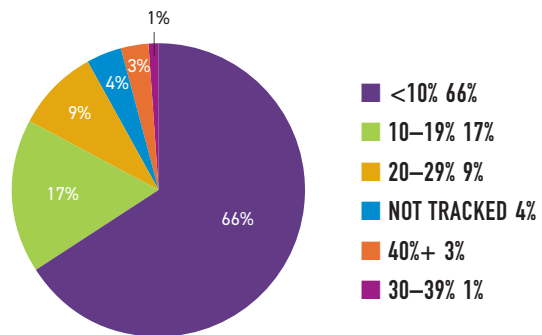
Client retention over the past 12 months



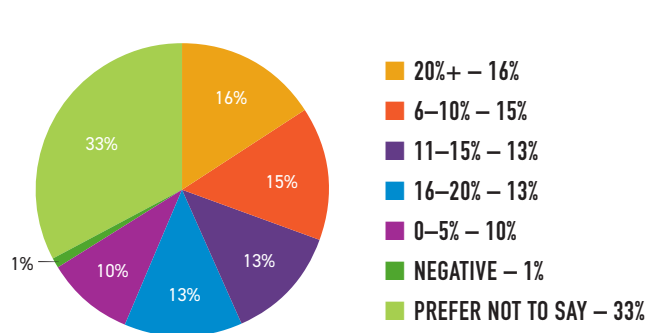
Net New Growth in Associations (12 months)



Community Manager Turnover (past 12 months)



Operating Margin (EBIT or EBITDA) Range



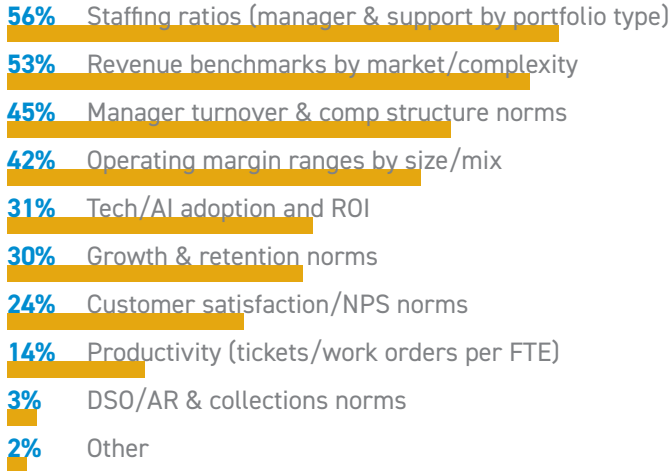
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Biggest External Pressures You're Experiencing



Where Would a Benchmark Be Most Valuable to You?



Any brief comment on one practice your firm does exceptionally well that others could learn from?

Respondents were candid and proud when describing what sets their management companies apart. While practices varied, the most common threads emphasized responsiveness, people, and values-driven leadership.

Key Takeaways

- **High-Touch, Personal Service:** Many credited their success to strong client relationships, quick responses, and personalized attention—"We answer our phones and emails" was a recurring theme.
- **Training & Professional Growth:** Several firms highlighted investments in hiring and developing talented managers, noting that team culture and education drive quality service.
- **Financial & Operational Discipline:** A number of companies cited strong budgeting, collections, and profitability management processes that sustain stability and client trust.
- **Selective or Values-Based Client Partnerships:** Some noted success by being "highly client selective," focusing on associations that align with their values and service philosophy.
- **Workplace Culture & Retention:** Respondents pointed to workplace culture, transparency, and consistent communication as key to retaining both clients and staff.

Together, these insights reflect a management philosophy rooted in responsiveness, integrity, and care—reminding peers that excellence in community management starts with people and relationships, not just process.