



Condo Control

# 2026 State of Resident Experience Report

Bridging the Gap Between Operational Efficiency  
and Resident Satisfaction



# Table of Contents

Introduction

|   |           |
|---|-----------|
| <b>Executive Summary</b>  | <b>03</b> |
| 1.1 The Resident Perspective: Value vs. Friction                  | 03        |
| 1.2 The Board Member Dilemma: Fiduciary Stress                    | 04        |
| 1.3 The Property Manager Reality: Volume & Burnout                | 05        |
| 1.4 The “Experience Gap”: Where Operations and Experience Diverge | 06        |
| <hr/>   |           |
| <b>Methodology &amp; Study Design</b>                             | <b>07</b> |
| 2.1 Objectives & Key Questions                                    | 07        |
| 2.2 Who We Surveyed<br>(Residents, Boards, Property Managers)     | 07        |
| 2.3 Community Mix: Condos vs. HOAs                                | 08        |
| 2.4 Fieldwork Window, Question Types & Limitations                | 08        |
| <hr/>   |           |
| <b>Resident Experience – Condominiums</b>                         | <b>09</b> |
| 3.1 Who Responded & Tenure in the Building                        | 10        |
| 3.2 Digital Engagement & Portal Usage                             | 10        |
| 3.3 Service Responsiveness & Maintenance Satisfaction             | 11        |
| 3.4 Safety, Amenities & Interest in AI                            | 12        |
| 3.5 Communication, Governance & Transparency                      | 13        |
| 3.6 Net Promoter Score: Promoters vs. Detractors                  | 13        |
| <hr/>   |           |
| <b>Resident Experience – HOAs</b>                                 | <b>14</b> |
| 4.1 Who Responded & Tenure in the Community                       | 15        |
| 4.2 Digital Engagement & Portal Usage                             | 15        |
| 4.3 Rule Clarity, ARC Requests & Violation Fairness               | 16        |
| 4.4 Board Responsiveness & Community Events                       | 17        |
| 4.5 Net Promoter Score & Improvement Priorities                   | 17        |

**Board Perspective – Governance Under Pressure**

**18**

|  |    |
|--|----|
| 5.1 Board Roles, Community Types & Tenure  | 18 |
| 5.2 Financial Transparency & Reserves      | 19 |
| 5.3 Satisfaction with Management Companies | 19 |
| 5.4 Top Operational Pain Points            | 20 |
| 5.5 Board Attitudes Toward Technology & AI | 20 |

**Property Manager Perspective – Volume & Burnout**

**21**

|  |    |
|--|----|
| 6.1 Portfolio Size, Unit Mix & Ticket Volume             | 21 |
| 6.2 SLAs, After-Hours Demand & Workload Volatility       | 21 |
| 6.3 Digital Tools & Online Payments                      | 22 |
| 6.4 Staffing, Turnover & Training                        | 22 |
| 6.5 Security, Compliance & Reserve Confidence            | 23 |
| 6.6 Satisfaction with Management Software & Tech Budgets | 23 |

**The Great Disconnects (Gap Analysis)**

**24**

|  |    |
|--|----|
| 7.1 Maintenance: Speed to Close vs. Status Visibility                | 24 |
| 7.2 Rules & Violations: Perceived Fairness vs.<br>Enforcement Burden | 24 |
| 7.3 Communication: Information Gaps vs. Email Overload               | 25 |
| 7.4 Technology: Resident Expectations vs. Actual Adoption            | 25 |
| 7.5 Condos vs. HOAs: Identifying At-Risk Communities                 | 25 |

**Opportunities for Management Companies**

**26**

|   |    |
|---|----|
| 8.1 Close the Communication & Transparency Gap          | 27 |
| 8.2 Standardize Rules, Violations & ARC Workflows       | 27 |
| 8.3 Make Self-Service the Default (with AI Assist)      | 28 |
| 8.4 Turn Portals & Payments into Everyday Habits        | 28 |
| 8.5 Equip Boards with Better Insight & Governance Tools | 29 |
| 8.6 Protect Margin While Improving Resident Experience  | 29 |

**Action Roadmap for 2026**

**30**

9.1 0–90 Day Quick Wins

30

9.2 3–6 Month Foundations

31

9.3 6–12 Month Portfolio Standardization

32

9.4 KPIs & Dashboards to Track Progress

33

**How to Use This Report**

**34**

10.1 For Owners & Partners

35

10.2 For Operations & Centralized Support Leaders

35

10.3 For Boards & Associations

35

**About Our Respondents**

**36**

11.1 Resident Respondents (Condos vs. HOAs)

36

11.2 Board Member Respondents

36

11.3 Property Manager Respondents

36



## BRIDGING THE GAP

# Introduction

Over the last decade, community management has professionalized at speed. Boards, developers and management companies have invested heavily in digital tools, standardized workflows and compliance processes. Portals, electronic voting and online payments are no longer nice-to-have; they are table stakes. At the same time, the broader property management industry has learned that the winning formula pairs the right technology with a strong human touch.

Yet our data shows that operational efficiency on its own does not guarantee satisfied residents.

Across condos and HOAs, a clear **Experience Gap** is emerging. Residents say their happiness is driven first by **responsiveness** and **rule fairness**: how quickly someone replies, how transparent decisions feel, and whether violations are enforced consistently. Property managers spend their days fighting ticket volume and chasing SLAs. Boards are absorbed by reserves, capital projects and achieving quorum and often feel disconnected from day-to-day resident sentiment.

This report sits in the middle of that gap.

**The 2026 State of Resident Experience** study draws on survey data from residents, board members and property managers across condo and HOA communities. Residents tell us how safe they feel, whether portals and amenities actually work for them, and what they would improve first. Boards share their anxieties about reserve adequacy, violations and owner engagement. Managers explain the realities of ticket load, staffing and digital adoption on the ground.

### Several themes cut across roles:

- Condo resident satisfaction is **positive but fragile**, with an NPS just above zero and a sizeable detractor base.
- HOA residents are **materially less happy**, with a strongly negative NPS driven by slow board responses, fairness concerns and weak perceived value from events.
- Property managers mostly hit their operational targets, many resolve tickets within 48 hours, yet both residents and boards describe ongoing communication and transparency gaps.

All of this is happening in a business environment where margins are tight, headcount is constrained and tech budgets are inching up only modestly. Any solution must help firms **scale manager capacity, standardize operations across the portfolio and deliver more self service and first-contact resolution**, not simply add another dashboard.

### This report is structured in three layers:

- **Section 1** offers a concise executive summary of the resident, board and manager perspectives, and names the Experience Gap.
- **Sections 3–6** dive into each group and community type — condos vs. HOAs — to show where friction appears in daily life.
- **Sections 7–9** translate the data into a set of opportunities and a 12-month roadmap for closing the gap with better communication, clearer rules, stronger self-service and more transparent governance.

### A few scope notes:

- Results are aggregated across communities and **are not broken out by state or city**; this is a state of resident experience, not a state-by-state ranking.
- Scores are indicative rather than predictive. We highlight differences that are large and consistent enough across the sample to matter in practice.
- Where we use Net Promoter Score (NPS) and 1–5 rating scales, we explain the question wording and base sizes in the Methodology section.

Our goal is simple: help management companies, boards and their technology partners turn good operations into great experiences, so they can **scale their portfolios without scaling interruptions**, and build communities where residents feel informed, treated fairly and comfortable calling home.



## 1.1 The Resident Perspective: Value vs. Friction

Resident sentiment splits into two clear camps:



### Promoters

Who feel safe, believe amenities are part of the value they pay for, and see management as responsive



### Detractors

Who feel ignored, see rule enforcement as inconsistent, and question whether dues or fees are well spent.

Key drivers of satisfaction include:



#### RESPONSIVENESS

Residents who receive replies within 4 hours are far more likely to be promoters (NPS 9–10). Those waiting more than 3 days are almost exclusively detractors.



#### STATUS VISIBILITY

Many residents describe a “black hole” effect around maintenance. They care less about instant closure and more about knowing what is happening.



#### RULE ENFORCEMENT AND TRANSPARENCY

Dissatisfied residents often point to unclear rules and uneven violation handling.

Communication preferences show a misalignment:

Residents indicate stronger preference for **SMS or app push** for urgent updates, while many communities still rely heavily on email or even printed letters.

# 1.2 The Board Member Dilemma: Fiduciary Stress

Board members are focused on **financial health** and **physical asset integrity**, often at the expense of visible community engagement.



## RESERVES

Most boards feel reserves are on or above target, but a meaningful minority acknowledge shortfalls and worry about inflation on big projects.



## ENGAGEMENT

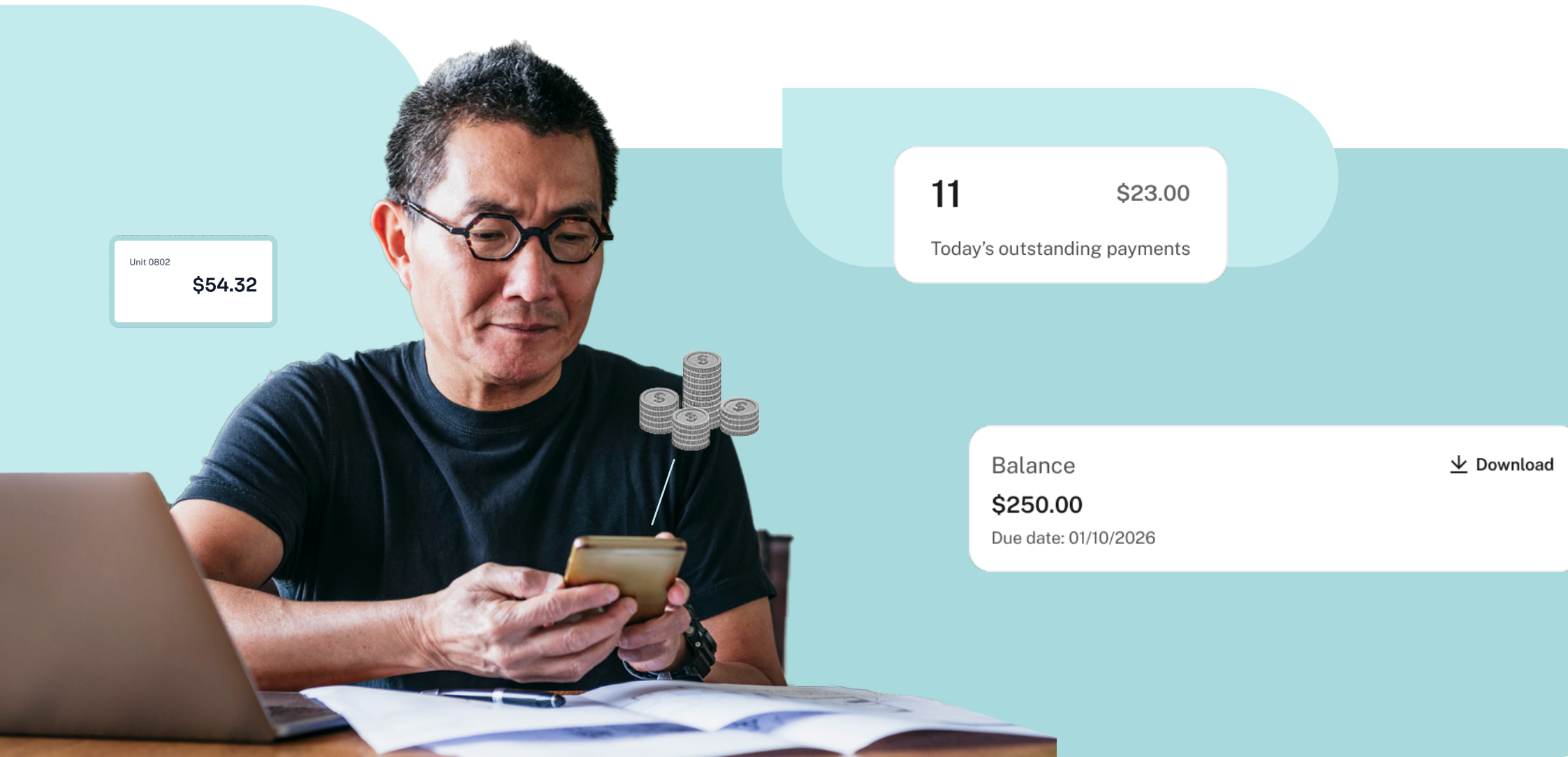
Achieving quorum is a chronic struggle; electronic voting helps but does not fully solve owner apathy.



## VENDORS

Reliability of key vendors (elevators, major capital projects) is volatile, contributing to board burnout.

Boards are cautiously curious about technology, especially tools that can summarize board packets, streamline minutes and improve reporting, but are more skeptical of resident-facing AI.





## 1.3 The Property Manager Reality: Volume & Burnout

Property managers act as the buffer between demanding residents and cautious boards.

### Operationally:

- ▶ Many site managers handle **50–100+ tickets per month**.
- ▶ Over half aim to close tickets within **48 hours**, but after-hours emergencies and limited staffing often derail those targets.
- ▶ Staff turnover has improved compared to pandemic years but still disrupts continuity and trust when it occurs.

PMs report higher adoption of portals for **payments** than for “community building” features. They are increasingly interested in automation and AI to handle packages, violations and basic FAQs so they can spend more time on work that truly needs a human.

☒ Heating & Cooling  
It's that time of the year when we say goodbye to the

☐ Construction Noise  
Please be advised that due to an in-suite floor renova

☐ Fire Alarm Testing  
Please be advised that our regular Fire Alarm Testing

☒ Upcoming Annual General Meeting (AGM)  
It's that time of the year when we say goodbye to the

Email



Email

Email



## 1.4 The “Experience Gap”: Where Operations and Experience Diverge

Comparing resident, board and PM data reveals several structural gaps:



### MAINTENANCE

Managers measure success by “time to close,” while residents care most about **status updates** and realistic timelines.



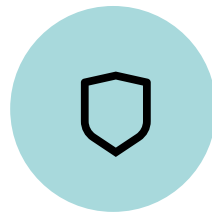
### AMENITIES

Residents see amenities as part of the value they pay for; boards often see them as **cost centers and liability**. Closing amenities without clear rationale erodes trust.



### TECHNOLOGY

Residents want **mobile-first, simple tools** and SMS when it matters; many PMCs invest in complex, back office oriented portals with low resident adoption.



### CYBERSECURITY & SAFETY

Boards and managers focus on cyber and access-control risk; residents are more worried about **package theft and physical safety**.

### Net Effect:

- ▶ Condo NPS is roughly **+11** a fragile positive.
- ▶ HOA NPS is around **-41**, indicating a serious risk of escalations and churn if issues go unaddressed.

The rest of this report quantifies these gaps and outlines where management companies can intervene for the biggest lift in experience and profitability.

## Section 02

## Methodology &amp; Study

## 2.1 Objectives & Key Questions

The study was designed to answer four core questions:

01

How satisfied are residents living in managed condos and HOAs, and what drives that satisfaction?

02

Where do boards see the biggest risks and operational pain points in their communities?

03

How are property managers performing against operational metrics, and how do they view their own constraints?

04

Where do perceptions diverge across residents, boards and managers — and what can management companies do to close those gaps?

## 2.2 Who We Surveyed

We surveyed residents, boards and property managers from over 200 communities (Condos and HOAs). Tenure and role mix ensure that results reflect both long-time stakeholders and more recent arrivals.



## 2.3 Community Mix: Condos vs. HOAs

The sample covers:

- **Mid and high rise condos** with shared amenities and structured governance.
- **Single-family HOAs** with covenants, ARC processes and community standards.

We highlight differences between condos and HOAs wherever sample sizes allow, given that HOA resident satisfaction is substantially lower than condo satisfaction.

## 2.4 Question Types & Limitations

Question types:

- 0–10 NPS questions
- 1–5 satisfaction and agreement scales
- Multiple-choice operational questions
- Open-ended prompts (e.g., “Which HOA service should be improved first?”)

Limitations:

- ▶ The exports do **not include state or metro fields**, so we do not analyze results by geography.
- ▶ Some questions have smaller base sizes where not all respondents answered. We note these cases where interpretation might be affected.



# Condo residents are, overall, reasonably satisfied.

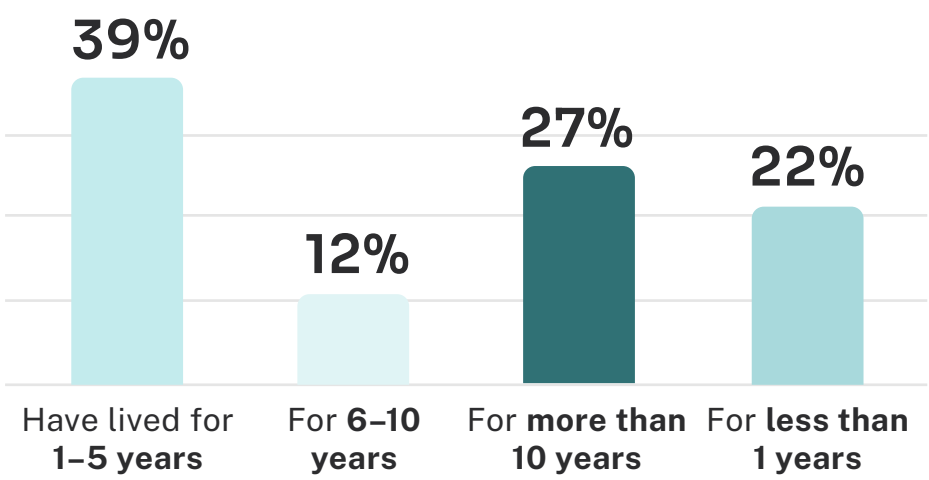
They tend to feel safe, find amenities accessible and appreciate prompt responses from management. But transparency around board decisions and fairness in enforcement hold sentiment back from being genuinely strong.





### 3.1 Who Responded & Tenure in the Building

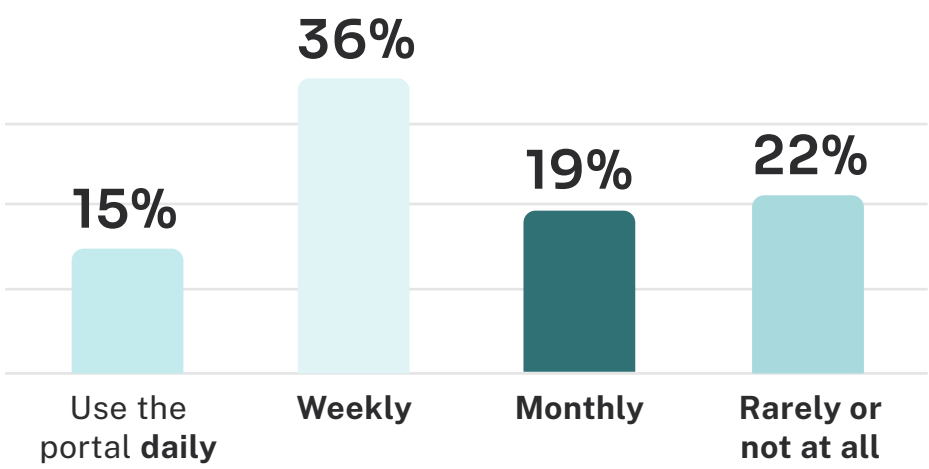
Among the condo residents who answered



This mix balances the views of long-time owners with those of newcomers still forming first impressions.

### 3.2 Digital Engagement & Portal Usage

Portal frequency



Roughly one in three are active digital users, about one in five rarely or never engage, and the rest fall in between.



#### Finding information

On a 1-5 scale (5 = very easy):

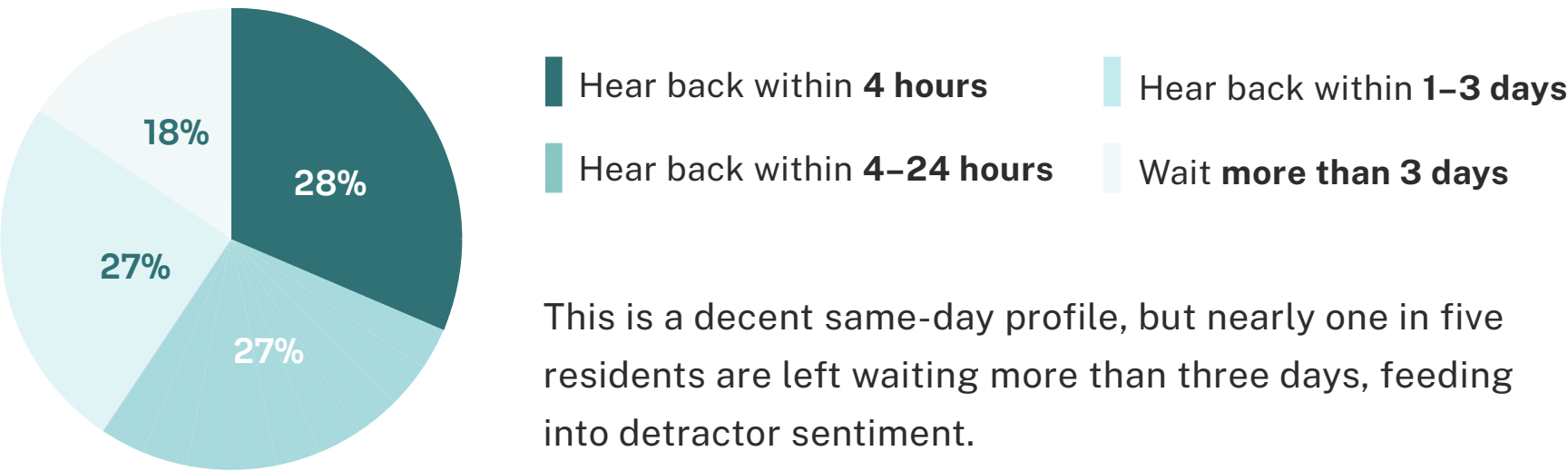
- ▶ 61% rate 4-5 for “ease of finding building rules/bylaws online”
- ▶ 23% rate 1-2 (difficult)

Rules are more accessible than not, but a significant minority still struggle to locate key documents.

### 3.3 Service Responsiveness & Maintenance Satisfaction

#### Response time from management

For “time to receive answers from management”



#### Ticket volume

Tickets submitted in the last 12 months



#### Satisfaction with maintenance response speed (1-5)

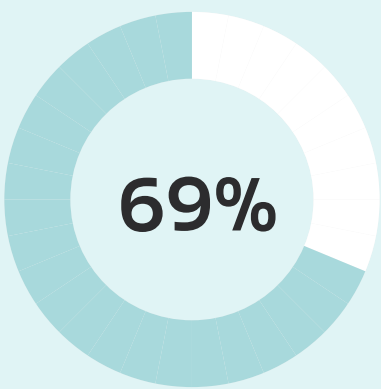
57% rate 4-5 (satisfied)

23% rate 1-2 (dissatisfied)

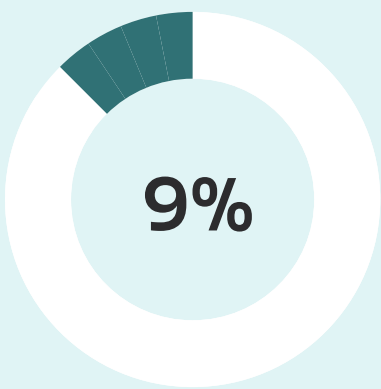
Operationally, many residents are happy with maintenance, but a sizeable minority are not — often because they feel uninformed, not because nothing is happening.

### 3.4 Safety, Amenities & Interest in AI

#### Safety in parking/garage areas (1–5)



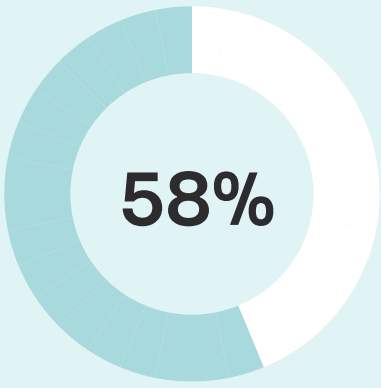
Rate 4–5 (feel safe)



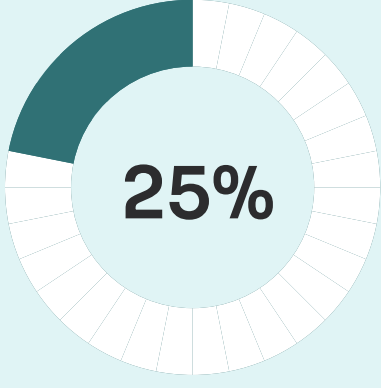
Rate 1–2 (feel unsafe)

Safety is a relative strength.

#### Amenity booking – ease of use (1–5)



Rate 4–5

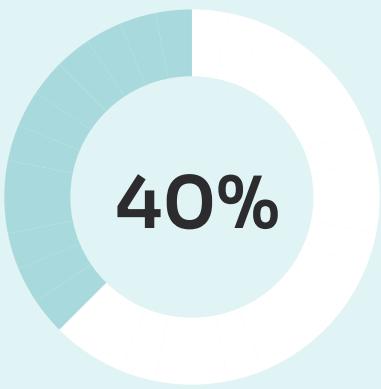


Rate 1–2

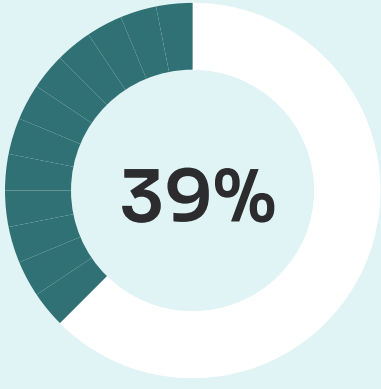
Most residents find digital booking workable, but one in four struggle.

#### Interest in an AI assistant (1–5)

When asked about interest in an AI assistant for bookings, balances and FAQs:



Rate 4–5 (strongly/very interested)



Rate 1–2 (not interested)

**Interest is polarized:**  
A substantial group would welcome AI-enabled self-service, while another group prefers human or more traditional channels.



### 3.5 Communication, Governance & Transparency

How informed are you about board decisions? (1–5)

39% rate 4–5 (feel informed)

36% rate 1–2 (feel not informed)

The remainder sit in the middle.

Residents are essentially split in half on governance transparency. This is one of the most significant gaps in condo resident experience.

### 3.6 Net Promoter Score: Promoters vs. Detractors

Likelihood to recommend living in this condo to a friend (0–10)

Promoters (9–10): 46%

Detractors (0–6): 36%

NPS: +11

This is a **fragile positive**: enough promoters to keep NPS above water, but a large detractor base that can quickly swing sentiment if pain points remain unresolved.





# HOA residents are significantly less satisfied than condo residents.

Their feedback centers on response times, perceived fairness in violations, and low perceived value from community events.



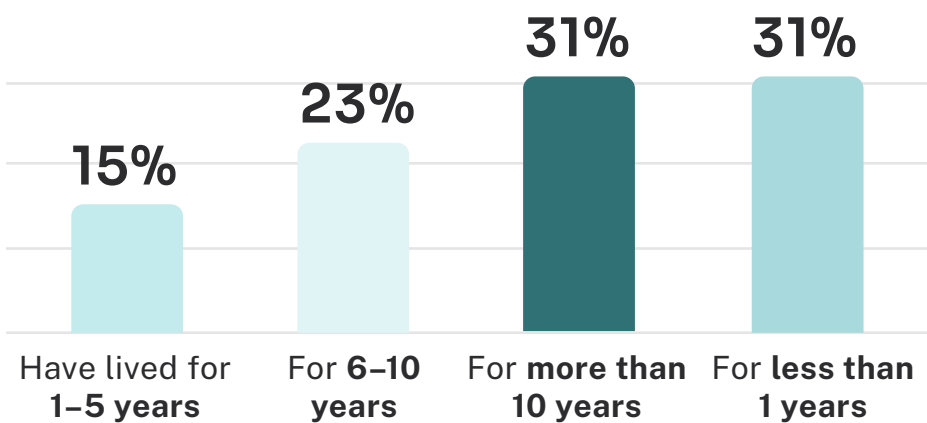


## 4.1 Who Responded & Tenure in the Community

Among the HOA residents

89% are owner-occupants, 11% renters

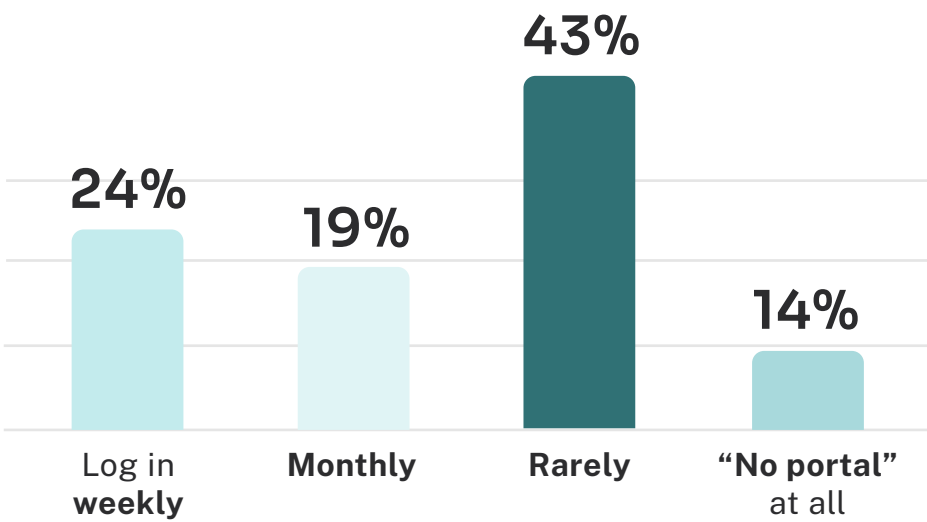
Tenure in the HOA:



This creates a bimodal distribution of very new and very long tenured owners.

## 4.2 Digital Engagement & Portal Usage

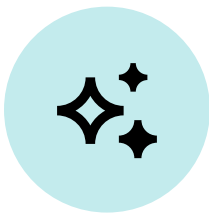
Portal usage



Compared with condos, HOA portal engagement is weaker and more uneven, with a notable cohort not using or lacking a portal.



### 4.3 Rule Clarity, ARC Requests & Violation Fairness



Covenant clarity (1–5)

**58%** rate 4–5 (clear)

**21%** rate 1–2 (unclear)

Most owners find covenants understandable, but for about a fifth they are confusing or opaque.



Fairness in violation (1–5)

**38%** rate 4–5 (fair)

**43%** rate 1–2 (unfair)

Negative sentiment outweighs positive here: more owners view enforcement as unfair than fair.



ARC request process ease (1–5)

**55%** rate 4–5 (easy)

**32%** rate 1–2 (hard)

While a slight majority is comfortable with ARC processes, nearly a third find them frustrating.



Board response speed to emailed questions

**39%** receive replies within same day or 1–2 days

**61%** receive replies 3–5 or more than 5 days

Slow responses are a major source of friction and a key driver of low NPS.

## 4.4 Community Events & Perceived Value

Value received from HOA sponsored community events

13% say **High**

38% say **Moderate**

50%

say **Low or Never attend**;  
the rest fall into other  
non-strongly-positive categories

Events are not a compelling value driver; for many residents they barely register.

## 4.5 Net Promoter Score & Improvement Priorities

Likelihood to recommend this HOA to a friend (0–10)

Promoters (9–10): 18%

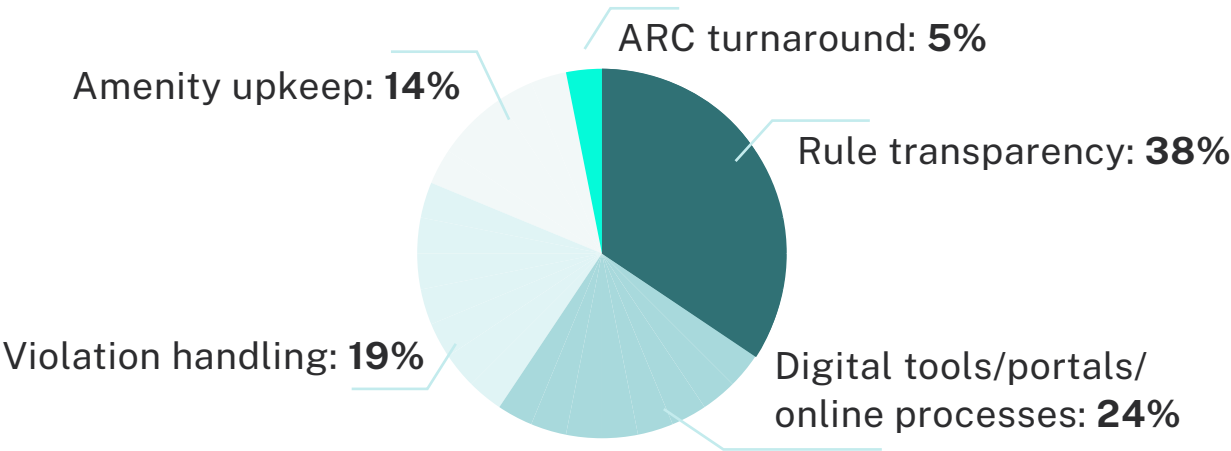
Detractors (0–6): 59%

-41 NPS

This is a strongly negative resident sentiment.

Top requested improvement (open-ended question)

When asked which HOA service should be improved first:



### Headline

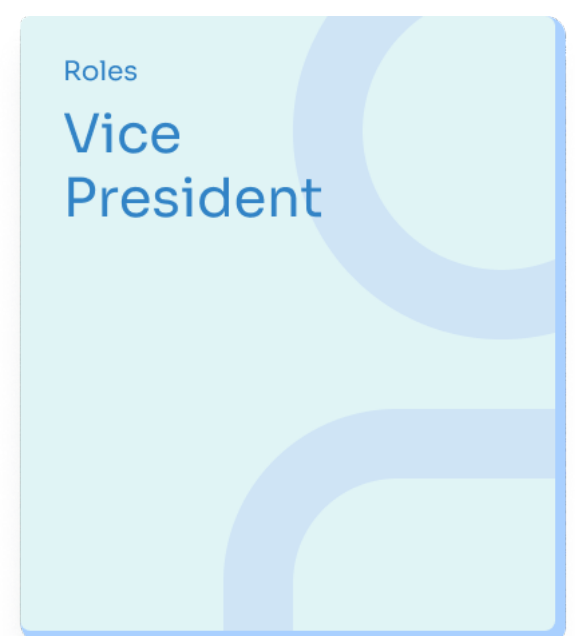
Clarity, fairness and better software are the top asks from HOA residents.

Boards carry fiduciary responsibility for reserves, capital projects and rule enforcement, often on top of full-time jobs. Their responses show stress around engagement and enforcement, and mixed satisfaction with management companies.

## 5.1 Board Roles, Community Types & Tenure

Among the board respondents:

Roles skew senior: many serve as **President, Vice President or Treasurer** rather than at-large directors.



This group represents the leadership core most directly accountable for decisions and communication.

## 5.2 Financial Transparency & Reserves

Financial statement  
transparency to owners  
(1–5)

56% rate 4–5

32% rate 1–2

Boards generally believe they provide reasonable visibility, yet a third see significant room for improvement even from their vantage point.

Reserve levels vs. target

67% say reserves  
are “on target”

17% say “above target”

17% say “below target”

Most communities are not in acute reserve distress, but shortfalls are far from rare.

## 5.3 Satisfaction with Management Companies

Rate your management  
company’s performance  
(1–5)

26% score 4–5

43% score 1–2

“

Despite decent operational metrics from managers, board sentiment towards management firms skews negative. The gap seems linked to **communication, transparency and strategic support**, not just execution.





## 5.4 Top Operational Pain Points

In open-ended responses, boards most frequently cited:

- **Resident engagement**  
(AGM participation, owner apathy)
- **Violation enforcement**  
(consistency, documentation and pushback)
- **Various “other” issues**  
like vendor reliability and project management

These echo the themes emerging from residents and managers.

## 5.5 Board Attitudes Toward Technology & AI

Boards show greatest interest in tools that:

- Make board packets digestible
- Simplify minutes and task tracking
- Improve financial reporting and owner transparency

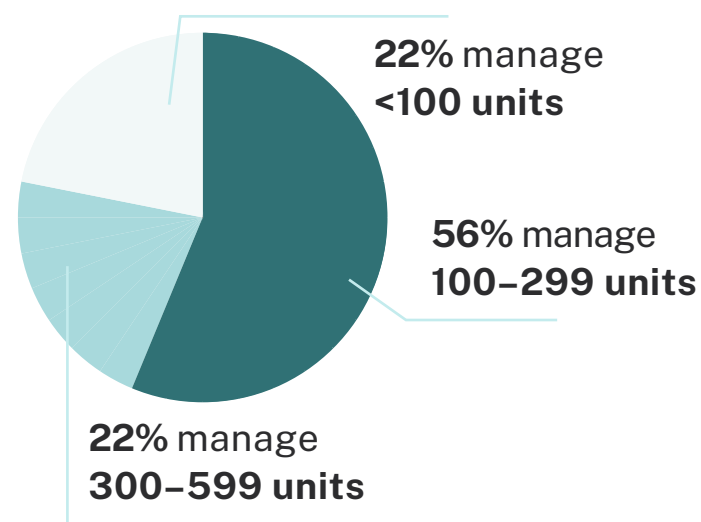
There is curiosity but also skepticism about AI for resident facing interactions. Boards tend to support technology that **reduces their personal workload** and improves accountability.

Property managers are responsible for translating board policy into day-to-day service. They generally feel good about operational performance, but face high workload, after-hours demands and constrained tech budgets.

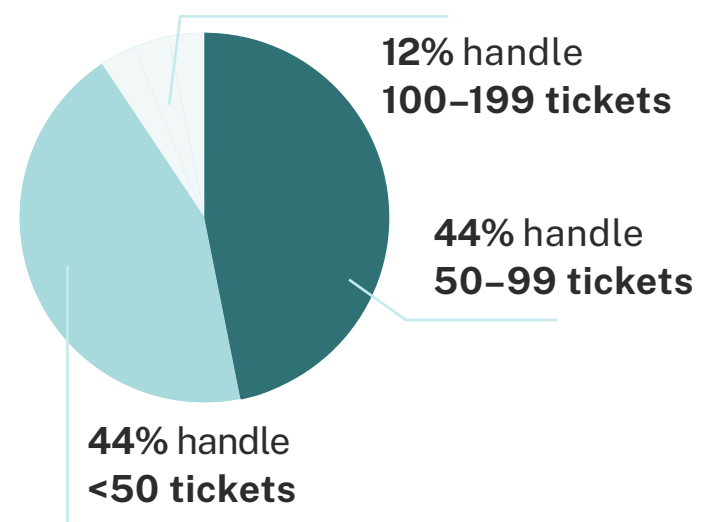
## 6.1 Portfolio Size, Unit Mix & Ticket Volume

Among PM respondents:

Unit counts



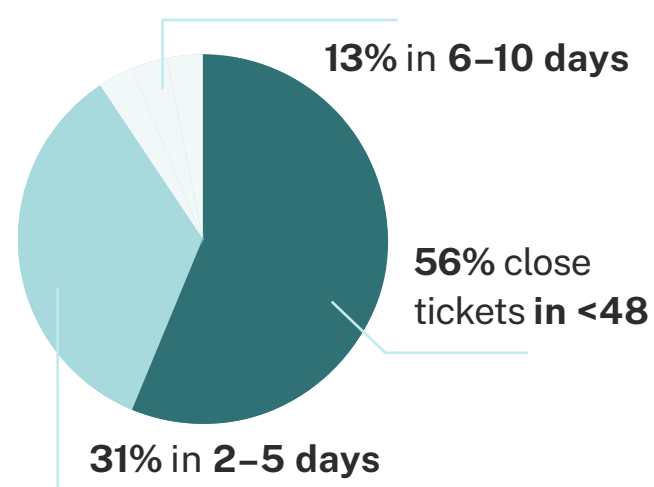
Monthly tickets



These are typical small to mid-sized portfolios, with substantial ticket load relative to headcount.

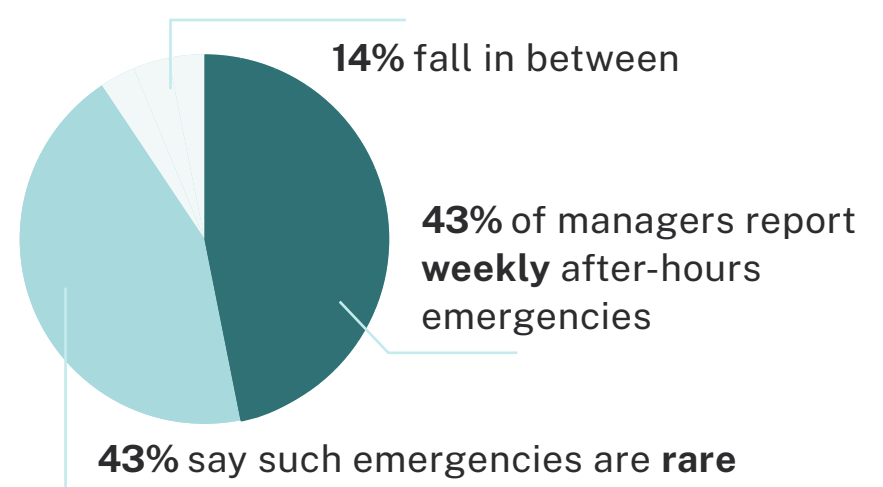
## 6.2 SLAs, After-Hours Demand & Workload Volatility

Ticket closure SLAs



This matches residents' moderately positive maintenance satisfaction.

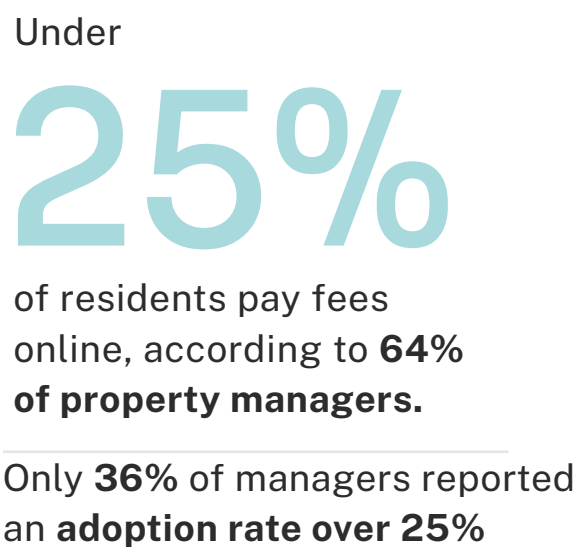
After-hours emergencies



Workload volatility varies widely across communities.

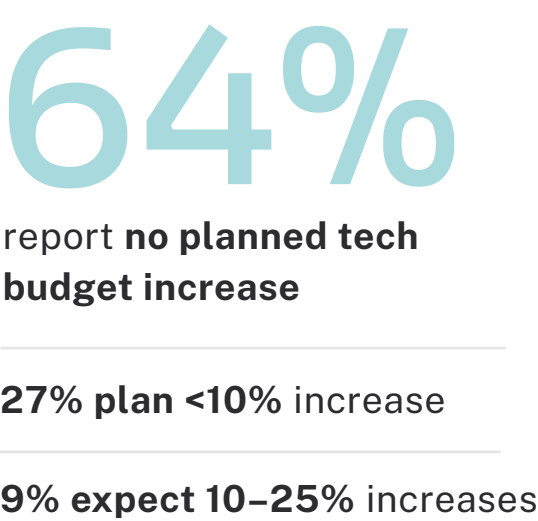
## 6.3 Digital Tools & Online Payments

### Online payments adoption



Despite relatively mature software, **digital payments are far from saturated.**

### Tech budgets



Managers are expected to deliver better experiences largely with existing tools and budgets.

## 6.4 Staffing, Turnover & Training

### Team stability



Teams are relatively stable, which is positive for adoption and change management, but capacity remains tight.



## 6.5 Security, Compliance & Reserve Confidence

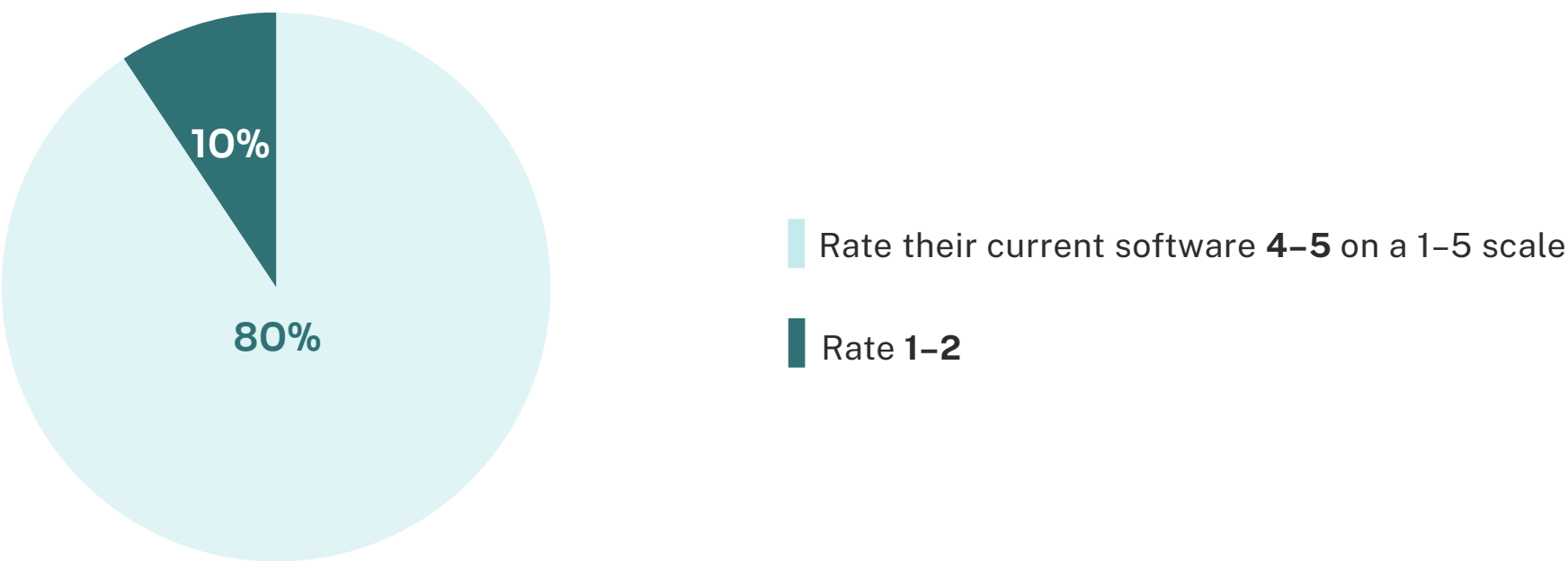
Managers report high confidence in:

- **Reserve adequacy:** Around **92%** rate confidence **4–5**
- **Physical security (CCTV, fobs, etc.):** Around **83%** rate **4–5**; about **17%** rate **1–2**

Their assessment of infrastructure is generally positive, even as residents continue to worry about theft and building access.

## 6.6 Satisfaction with Management Software & Tech Budgets

Among the managers who answered:



Software is not widely perceived as the bottleneck; rather, limited resident adoption and lack of structured self-service workflows block the benefits from being felt by residents and boards.

This section compares how residents, boards and managers perceive key aspects of community life. The patterns mirror what broader industry research has seen in rental housing: technology and operations have advanced faster than customer experience.

7.1 Maintenance: Speed to Close vs. Status Visibility

| Area                | Resident View   | Board/Manager View                                    | The Gap   |
|---------------------|---|---|---|
| Maintenance tickets | “Tell me what’s happening and when it will be fixed.” | “We measure success by closing tickets within SLA.”   | Residents feel ignored when there are no updates, even if the manager is working the issue. |
| Preventive work     | Often invisible unless it fails.                      | Seen as critical to asset health and risk management. | Success is invisible to residents; failures are highly visible and emotional.               |

**Implication:** Status visibility (auto-updates, clear SLAs, visible scheduling) matters as much as raw speed.

7.2 Rules & Violations: Perceived Fairness vs. Enforcement Burden

| Area         | Resident View                                   | Board/Manager View                                       | The Gap   |
|--------------|---|--|---|
| Violations   | “Enforcement feels arbitrary or targeted.”      | “We are overwhelmed by violation volume and complaints.” | HOA residents in particular see enforcement as unfair (43% rate it 1–2), while boards feel constantly under pressure. |
| Rule clarity | Want plain language rules in one obvious place. | Assume governing docs and notices are sufficient.        | Residents struggle to find or interpret rules even when they exist.   |

**Implication:** Standardizing violation workflows and publishing simple, visual rule guides would directly address the fairness gap.



## 7.3 Communication: Information Gaps vs. Email Overload

| Area                | Resident View  | Board/Manager View                                  | The Gap  |
|---------------------|--|---|--|
| Channel preferences | Prefer SMS or mobile app for urgent items; email for summaries.  | Default to email, PDFs and posted notices.          | Residents miss important info or feel spammed; boards get complaints either way. |
| Board transparency  | Only 38% of condo residents feel informed about board decisions. | Most boards believe they're reasonably transparent. | Different definitions of "enough information."                                   |

**Implication:** Clear communication cadences and templates, segmented by urgency and audience, can reduce inbox overload while improving perceived transparency.

## 7.4 Technology: Resident Expectations vs. Actual Adoption

| Area            | Resident View   | Board/Manager View  | The Gap  |
|-----------------|---|---|--|
| Portals & apps  | Some residents use them weekly; others rarely or never log in.    | Many PMs feel portals are "implemented" and therefore "done."                     | Implementation ≠ adoption; training and design matter.                           |
| AI & automation | Residents are split: some eager for AI self service, others wary. | PMs are excited about AI for operations, boards cautious for resident-facing use. | Without clear framing, AI is seen as cost cutting rather than service-enhancing. |

**Implication:** Position technology as a way to **increase responsiveness and transparency**, not to avoid human contact.

## 7.5 Condos vs. HOAs: Identifying At-Risk Communities

- **Condos:** NPS **+11**, good safety and amenity satisfaction, moderate governance transparency challenges.
- **HOAs:** NPS **-41**, slow board responses, contested fairness in violations, low event value.

HOAs, especially those with weak digital foundations and low engagement, are the most at-risk cohort for escalation, board turnover, and management churn.

Using the Experience Gap as a guide, we identify six opportunity areas where management companies can improve resident satisfaction and protect margins. These align closely with the value pillars and differentiators of portfolio-ready operating platforms.





## 8.1 Close the Communication & Transparency Gap

### What the data shows

- Only about 38% of condo residents feel informed about board decisions.
- HOAs struggle with slow email responses and unclear updates.

### What to do

- Establish simple communication cadences (e.g., monthly board digest; real-time alerts for outages; pre and post-project updates).
- Use templates for recurring announcements to speed drafting and ensure consistency.
- Provide residents with a single “source of truth” for documents and decisions via portals or knowledge bases.

## 8.2 Standardize Rules, Violations & ARC Workflows

### What the data shows

- HOA residents cite rule transparency and violation handling as top improvement areas.
- Boards cite violation enforcement as a leading pain point.

### What to do

- Publish plain-language rule guides and “top 10 FAQs,” linked from every notice.
- Standardize violation stages: warning, notice, reminder, escalation — with consistent timelines and documented evidence.
- Use software to log violations, photos and correspondence, creating clear audit trails that support fairness and defend decisions.

## 8.3 Make Self-Service the Default (with AI Assist)

### What the data shows

- Residents want quick answers to questions (booking amenities, balance inquiries, rules).
- Managers are overloaded with routine calls and emails.

### What to do

- Offer a resident-facing knowledge base and AI assistant that can answer “how do I...?” and “where do I find...?” at any hour.
- Route complex issues to managers with context attached (conversation history, links to related rules).
- Track topics and volumes to identify where better content or workflows are needed.

## 8.4 Turn Portals & Payments into Everyday Habits

### What the data shows

- Roughly two thirds of managers report that **under 25%** of residents pay online.
- Portal usage is mixed; some log in weekly while others rarely do.

### What to do

- Make key tasks (payments, bookings, forms) easier online than offline.
- Incentivize portal adoption with small benefits (e.g., rent reminders, access to receipts, rent-reporting to credit bureaus where appropriate).
- Offer onboarding “walkthroughs” for new residents and targeted nudges to low usage communities.

## 8.5 Equip Boards with Better Insight & Governance Tools

### What the data shows

- Boards feel moderate confidence in transparency and reserves, but rate management performance unevenly.
- Board workloads around packets, minutes, elections and compliance remain heavy.

### What to do

- Introduce standardized agendas, minutes templates and decision logs.
- Provide board dashboards showing KPIs: delinquencies, ticket volume, SLAs, rule enforcement, communication metrics.
- Use secure board portals for documents, e-voting and asynchronous decision-making.

## 8.6 Protect Margin While Improving Resident Experience

### What the data shows

- Tech budgets are tight; most companies plan little or no increase.
- Managers are already stretched; hiring additional headcount is difficult.

### What to do

- Focus on tools and process changes that **reduce non billable work** — especially routine resident inquiries, duplicate data entry and ad-hoc reporting.
- Measure impact in terms of **manager-to-door ratio**, reduced call/email volume, fewer escalations, and faster monthly close.
- Standardize cross community SOPs and templates so new doors add revenue without proportionally adding workload.



This roadmap organizes recommendations into a pragmatic sequence: what to tackle in the first 90 days, what to set up over 3–6 months, and how to fully standardize over 6–12 months.

## 9.1 0–90 Day Quick Wins



### COMMUNICATION

- Create a basic communication calendar (monthly update + event/maintenance alerts).
- Draft reusable templates for outage notices, project updates and rule reminders.



### MAINTENANCE & TICKETS

- Start sending automatic status updates for all tickets at key milestones (received, scheduled, in progress, completed).
- Publish SLAs by category (emergency, standard, cosmetic) so expectations are clear.



### GOVERNANCE

- Compile a single “Resident Handbook” or “Living Here 101” page with links to rules, FAQs and contact paths.

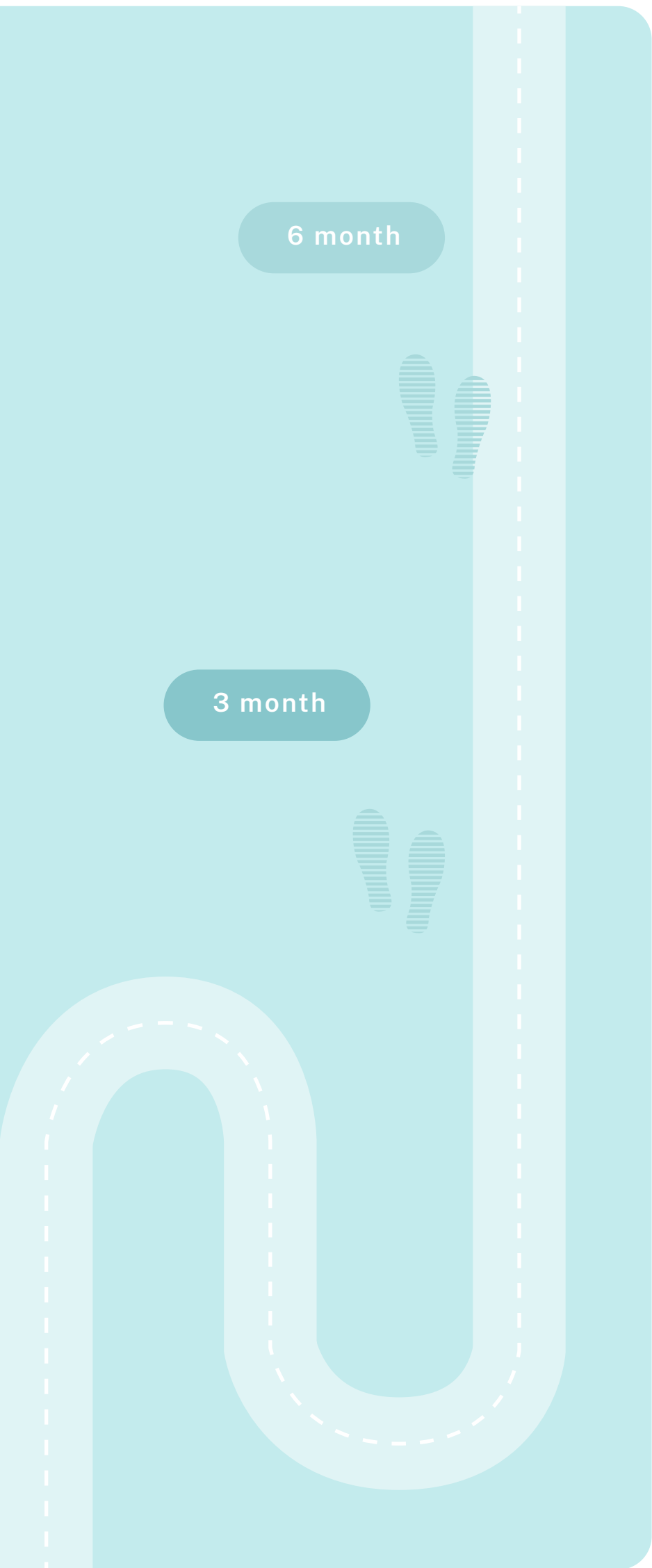


### MEASUREMENT

Begin tracking a simple weekly scorecard:

- Tickets opened/closed
- Average response time
- Board email backlog
- Portal logins and online payments

## 9.2 3–6 Month Foundations



### RULES & VIOLATION

- Map the current violation and ARC processes; simplify and standardize steps across communities.
- Implement a system-based workflow with automated notices and documentation capture.



### SELF-SERVICE & AI

- Deploy a resident help center with top 20 FAQs and forms.
- Pilot an AI assistant in one or two communities for bookings and balance questions, with clear escalation paths to humans.



### BOARD SUPPORT

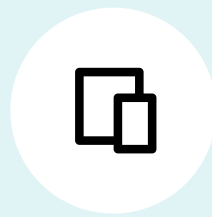
- Launch a board portal with agendas, minutes, packets and key reports for a subset of boards.
- Introduce quarterly “board health checks” summarizing NPS, ticket trends and delinquencies.

## 9.3 6–12 Month Portfolio Standardization



### OPERATION

- Roll standardized SOPs and templates (communications, violations, tickets) across the portfolio.
- Align amenity policies (hours, booking rules, outage notice standards) across similar properties.



### TECHNOLOGY & INTEGRATIONS

- Connect operational systems with accounting where possible to eliminate double entry and speed monthly close.
- Expand AI and self-service to all suitable communities, iterating based on resident and manager feedback.



### CHANGE MANAGEMENT

- Provide repeatable onboarding for new communities: a 60–90 day plan covering data migration, training and communication.
- Regularly revisit KPIs and community feedback with portfolio managers.

# 9.4 KPIs & Dashboards to Track Progress

Suggested KPIs:



## RESIDENT EXPERIENCE

- NPS by property and portfolio
- Maintenance satisfaction (1–5)
- Perceived governance transparency (1–5)



## OPERATIONAL EFFICIENCY

- Average ticket response and resolution time
- Percentage of tickets with updates within defined intervals
- Manager-to-door ratio



## DIGITAL ADOPTION

- Portal logins per active household
- Percentage of online payments
- AI/self-service resolution rate vs. human-handled volume



## GOVERNANCE & RISK

- On-time completion of reserve studies and audits
- Violation cycle times and disputes
- Board complaints and escalations

Dashboards that roll these metrics up at **portfolio** and **community levels** can help leadership see which properties are thriving and which need targeted interventions.





Section 10

# How to Use This Report

01

## FOR OWNERS &amp; PARTNERS

- Use the NPS and fairness data to assess **portfolio risk** — especially in HOAs with negative sentiment.
- Evaluate whether current management contracts and tech investments are closing or widening the Experience Gap.
- Incorporate roadmap steps into annual planning and budgeting, tying spend to measurable KPIs.

02

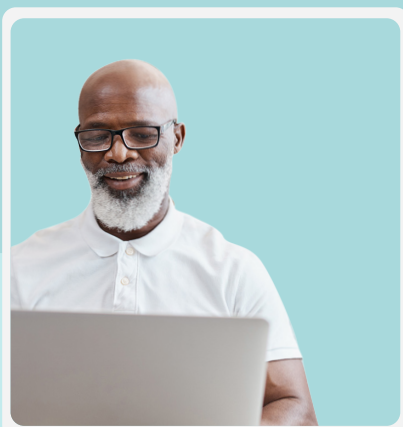
## FOR OPERATIONS &amp; CENTRALIZED SUPPORT LEADERS

- Treat Sections 7–9 as a **playbook** for building or expanding centralized resident support and standard operating procedures.
- Use the metrics and workflows to improve the **manager-to-door ratio** without compromising satisfaction.
- Pair technology changes with training and change management so adoption sticks.

03

## FOR BOARDS &amp; ASSOCIATIONS

- Compare your community's experiences with the data points here (e.g., response times, satisfaction, fairness).
- Use the report to frame conversations with your management company about priorities: communication, violations, digital access and board support.
- Leverage the roadmap to request specific, time bound improvements rather than generic “better communication.”





## 11.1 Resident Respondents (Condos vs. HOAs)

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Mix of long-term owners and newer residents, with tenure ranging from less than 1 year to more than 10 years.

Majority condo residents live in mid-rise or high-rise with shared amenities; HOA residents mostly live in single-family homes governed by covenants and ARC processes.



## 11.2 Board Member Respondents

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**Roles:** primarily President, Vice President, Treasurer and other executive positions, representing the core decision-makers for communities.



## 11.3 Property Manager Respondents

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**Portfolios:** Most manage between 100 and 299 doors, with a range from under 100 to nearly 600 units.

Many use professional property management software and accounting platforms, with generally high satisfaction but limited tech budget growth.



## About Condo Control

**Condo Control is a portfolio-ready** operating system for community associations, trusted by over one million users, including residents, board members, and property managers. We help communities communicate clearly, manage operations and deliver faster service with fewer interruptions.

**For self-managed communities,** Condo Control gives volunteer boards a practical way to run day-to-day operations with professional consistency, reduce inbox noise, and keep residents informed with a single source of truth.

**For property management companies,** our platform helps standardize workflows across properties, enabling teams to scale profitably with fewer interruptions and improve the manager-to-door ratio without increasing headcount.

**Our team includes licensed property managers** specializing in community association management, and some currently serve on their own communities' boards. Our founder served on a community board for 12+ years before creating the software.

