Condo Control

INDUSTRY REPORT

2026 EDITION

OWNER & CEO EDITION

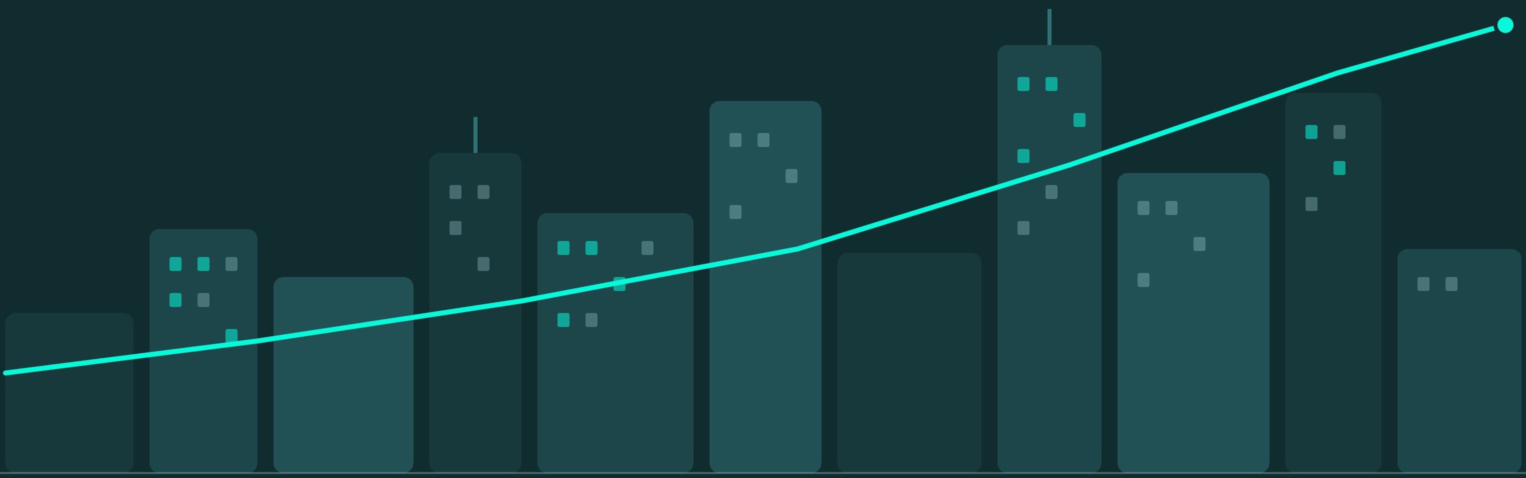
# 2026 Community Association Management Company Performance Report

**The owner's guide to revenue per door, manager capacity, margin, retention, and technology maturity.**

Based on U.S. industry research, North American operator disclosures, and anonymized workflow data from 4,288 active properties.

**Close the books faster. Collect sooner. Control the portfolio.**
Scale your portfolio, not your payroll.

OWNER / CEO VIEW · REVENUE PER DOOR · MANAGER CAPACITY · TECHNOLOGY MATURITY



PREPARED FOR

Community association management company owners, CEOs, presidents, partners, finance leaders, and operations leaders.

ABOUT THIS REPORT

Public industry research, a diversified scale-operator reference, and observed Condo Control network data — kept distinct, with methodology and limitations disclosed.

# The industry has software. It does not yet have performance visibility.

Nearly every surveyed community association management company already uses accounting or ERP software. The performance gap now sits one level above basic digitization: connected workflows, portfolio intelligence, automation, and disciplined measurement of revenue, margin, capacity, retention, and risk.[2]

**GENERAL BASE-FEE RANGE**

## $170–$420

Published U.S. base management revenue per door, per year. Illustrative midpoint: about $300.

**TECH-ENABLED OPERATOR**

## $900–$1,200

FirstService implied blended annual revenue per door. Diversified operator reference, not a software-user average.

**ANCILLARY REVENUE**

## 41%

Share of surveyed firms deriving more than 20% of revenue from ancillary services.

**MANAGER CAPACITY**

## 8–10

Most common range of communities per full-time community manager.

**CLIENT RETENTION**

## 76%

Share reporting 95% or higher client retention over the past 12 months.

**NETWORK RESPONSE**

## 1.7 hours

Median first resident-visible response across 310,062 service requests in the Condo Control cohort.

## Five conclusions for management company leaders

**01 Revenue per door is a stack, not one fee.**
Base management fees are one layer; technology-enabled, transaction, amenity, and on-site services can materially expand effective revenue per door.

**02 Capacity must be measured before it can be improved.**
Communities per manager is a useful external reference; doors per manager, manual touches per door, and workload by complexity are the more actionable internal measures.

**03 Software ownership is not the differentiator.**
Ninety-seven percent of surveyed firms use accounting or ERP, while only 9% use BI dashboards and only 14% report broad or strategic AI adoption.

**04 Responsiveness is measurable board proof.**
Condo Control network data provides a measurable service-response and closure reference that can support trust and retention.

**05 Technology should be evaluated through business performance.**
Close time, collections, margin, manager capacity, relationship risk, and revenue per door should lead. Features should serve as evidence.

**Owner-level thesis**

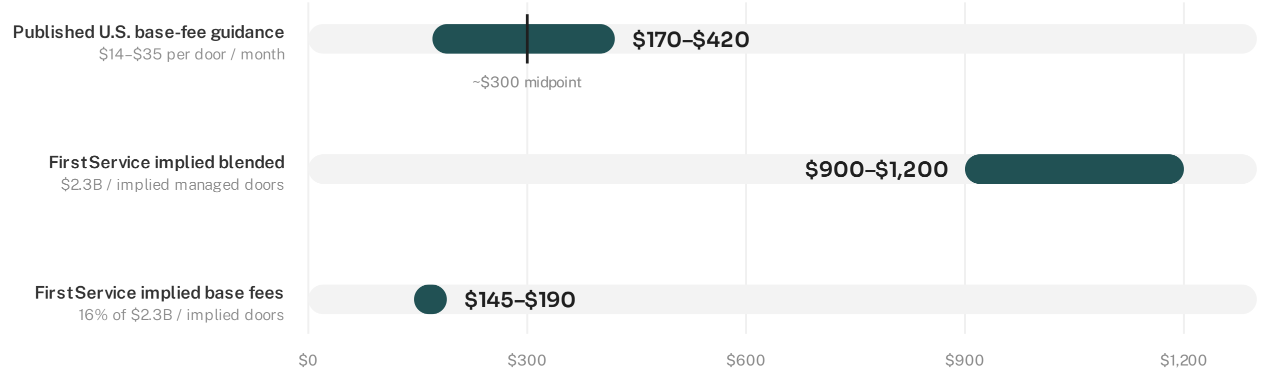
A management company grows profitably when manual work per door falls faster than the portfolio grows. That is the connective tissue between close speed, collections, manager capacity, client retention, and margin.

# Revenue per door: use a revenue stack, not a single fee

Published market guidance places recurring base management fees at roughly $14–$35 per door per month, or $170–$420 annually, with an illustrative midpoint near $300. FirstService Residential provides a separate technology-enabled, diversified scale-operator reference: $2.3 billion in 2025 revenue, 9,500+ communities, a 6–8% share of a 32 million-unit market, and only 16% of revenue from property management fees. FirstService also reported that AI and process transformation improved Residential margins by 50 basis points in 2025.[3,4,7]

**Annual revenue per door: published range vs. scale-operator reference**

US$ per managed door, per year[3,7]




The blended range includes on-site staffing, amenity management, transaction services, and other ancillary revenue — a scale-operator reference, not a software-user average.

| REVENUE REFERENCE | BASIS | ANNUAL REFERENCE |
|---|---|---|
| Published U.S. base-fee guidance | $14–$35 per door/month | $170–$420 per door/year (midpoint ~$300) |
| FirstService implied blended revenue | $2.3B / implied managed doors | $900–$1,200 per year ($75–$100/month) |
| FirstService implied base-fee revenue | 16% of $2.3B / implied managed doors | $145–$190 per year ($12–$16/month) |
| FirstService implied managed doors | 32.0M market units × 6–8% share | 1.92M–2.56M doors |

**The revenue gap comes from the service stack, not base fees alone.**

The general figure is published base-fee guidance, not a measured industry average. FirstService's blended range includes on-site staffing, pool and amenity management, transaction services, and other ancillary revenue. It is a diversified scale-operator example, not proof that software alone creates the revenue gap.[3,4,7]

# Capacity: the industry measures communities. Owners need doors.

The modal range is 8–10 communities per manager; 37% report 11 or more. The public reference does not adjust for door count, service model, or property complexity.[2] Communities per manager is easy to compare externally, but it is too blunt to manage internally. A 50-home HOA and a 1,000-door high-rise do not consume the same capacity. The operating dashboard should therefore track both raw doors and complexity-adjusted doors per manager.

**MODAL CAPACITY**

**8–10**

Most common range of communities per full-time manager.

**STRETCHED FURTHER**

**37%** report 11+

Share of firms reporting 11 or more communities per manager.

50-home HOA ≠ 1,000-door high-rise

The same “one community” consumes very different manager capacity.

| METRIC | DEFINITION | WHY IT MATTERS |
|---|---|---|
| Doors per manager | Average and median active doors assigned to each full-time manager. | Primary capacity denominator. |
| Communities per manager | Active communities assigned to each manager. | External comparability. |
| Support FTE per manager | Accounting, administrative, call center, and coordinator capacity. | Separates manager leverage from understaffing. |
| Manual touches per door | Emails, calls, updates, data re-entry, and manual reports. | Connective tissue to margin. |
| Open workload per 100 doors | Service requests, tasks, violations, approvals, and exceptions. | Measures demand intensity. |
| SLA health | First response, closure, overdue work, and re-open rate. | Protects service quality while capacity rises. |

### Complexity-adjusted doors

Weight doors using property type, service scope, on-site staffing, board cadence, financial complexity, amenity burden, and historical workload. Publish the method rather than inventing a universal factor. The owner question is how many more weighted doors each manager can support before service, board trust, or retention deteriorates.[2]

# High-value client funds. Tight operator economics.

U.S. community associations collected $124.2 billion in assessments across 29.6 million homes in 2025. That is roughly $4,200 per home per year flowing through association budgets. It is not management-company revenue, but it shows why financial control, accurate books, collections, and transparent reporting matter so much to boards and owners.[1]

**ASSOCIATIONS**
**373,000**
U.S. community associations in 2025.

**MANAGED HOMES**
**29.6M**
Housing units in U.S. community associations.

**ANNUAL ASSESSMENTS**
**$124.2B**
Client funds collected by associations.

**MANAGEMENT FIRMS**
**9,000–10,000**
Estimated U.S. management companies.

**MANAGERS**
**60,000–65,000**
Community association managers.

**SELF-MANAGED**
**30–40%**
Share of associations without a management company.

### The margin squeeze is structural

Share of surveyed management companies citing each operating pressure[2]


### Business implication

Management companies cannot rely on headcount growth alone. They need repeatable accounting, standardized operations, resident self-service, and portfolio visibility so the cost to serve each door does not rise at the same rate as the portfolio.

# The revenue-per-door formula to standardize

Effective revenue per door treats every approved income line as one stack, then divides by the doors that produce it. Gross contribution per door subtracts the direct cost to serve.

THE REVENUE STACK

- Other approved ancillary revenue
- On-site and amenity services
- Financial-product revenue
- Transaction and administrative revenue
- Recurring technology or service fees
- Base management fees

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**Average managed doors**
over the same period

=

STANDARD METRIC
**Effective revenue per door**
$ / door / year

Effective revenue per door − Direct labor per door − Direct vendor & technology cost per door = **Gross contribution per door**

## How connected systems support each outcome

### Resident Portal + AI

Reduces routine manager touches and supports premium, recurring, and transaction-based services that can expand revenue per door.

### Accounting

Improves close, collections, margin visibility, and the financial control boards and owners rely on.

### Operations

Standardizes execution, increases manager capacity, and surfaces relationship risk before renewal.

# Revenue diversification is already mainstream

Forty-one percent of surveyed firms derive more than 20% of company revenue from ancillary services; 24% derive 31% or more.[2]

**ANCILLARY SHARE OF REVENUE**

**41%** derive >20%

Share of surveyed firms whose ancillary services produce more than 20% of company revenue.

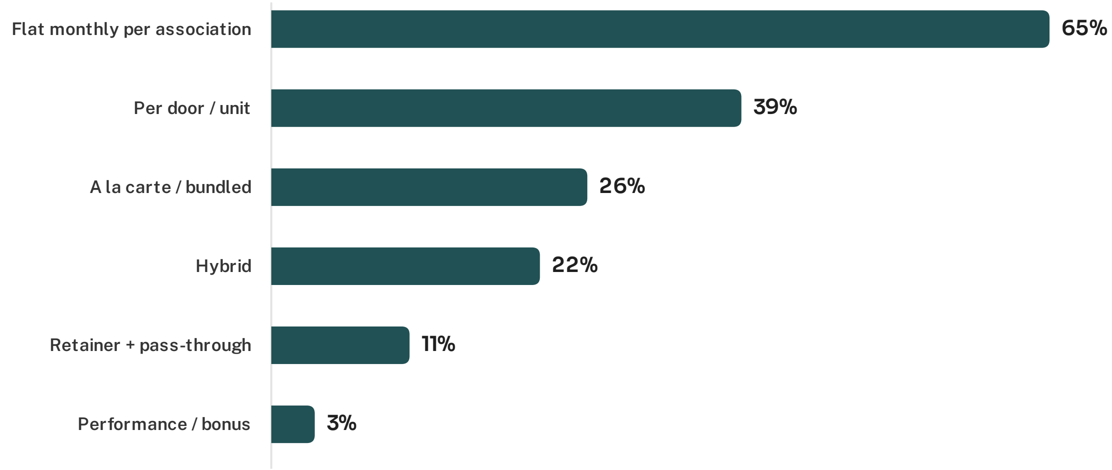
**DEEP DIVERSIFICATION**

**24%** derive 31%+

Share of firms whose ancillary services produce 31% or more of company revenue.

### Fee models currently used

Share of surveyed firms; multiple selections allowed[2]




## Revenue metrics that belong in the operating dashboard

- **Base management fee revenue** per door and per community.
- **Ancillary revenue per door,** split by recurring subscriptions, premium services, and eligible transactions.
- **Attach rate:** share of communities buying each service.
- **Gross contribution per door** by service line, not just top-line revenue.
- **Technology cost treatment,** service packaging, revenue retention, and expansion within existing communities.

# Retention, growth, turnover, and margin

Composite percentages are calculated from the FCAR response bands. Margin disclosure is incomplete because 33% preferred not to answer.[2]

**CLIENT RETENTION**

**50%** at 98%+

Another 26% report 95–97% client retention over the past 12 months.

**NET NEW GROWTH**

**55%** at 6%+

Includes 14% of firms growing 20% or more.

**MANAGER TURNOVER**

**66%** below 10%

A useful people-and-capacity reference.

**OPERATING MARGIN**

**16%** at 20%+

42% of all respondents report 11% or more.

## How the outcomes connect

| PERFORMANCE DRIVER | BUSINESS MECHANISM | OPERATING SYSTEM |
|---|---|---|
| Close reliability and collections | Clean financials and visible AR protect board confidence and cash flow. | ACCOUNTING |
| Workload balance and standardization | Consistent workflows reduce manager dependency and service variability. | OPERATIONS |
| Resident self-service and AI | Fewer routine touches create capacity and a more defensible client experience. | RESIDENT PORTAL + AI |
| Board transparency | Responsive service, clear records, and timely reporting become retention proof. | CONNECTED PLATFORM |

**Use external references as context, not a verdict**

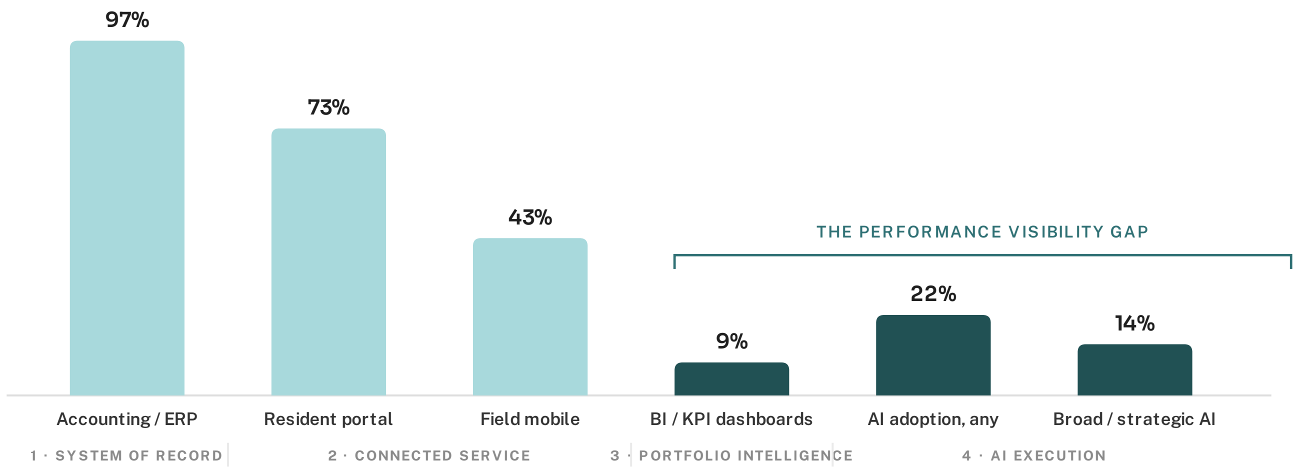
The survey shows what successful firms report, not what caused their results. Technology, client selection, market mix, leadership, staffing, and service model all interact. Compare performance against a defined peer cohort and your own prior period.[2]

# Having software is table stakes. Performance maturity is the differentiator.

Only 9% report BI or KPI dashboards. Only 14% report broad AI rollout or a strategic program with measured ROI.[2]

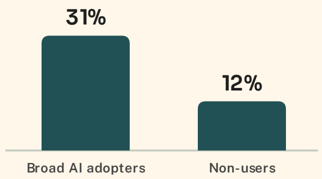
### The adoption cliff between records and intelligence

Share of surveyed firms with each capability, arranged by maturity layer[2]




### Adjacent evidence, not a direct HOA comparison

In AppFolio's 2026 survey of 1,617 U.S. residential property management professionals, broad AI adopters expected 31% average portfolio growth versus 12% for non-users. FirstService separately reported that AI and process transformation enhanced FirstService Residential margins by 50 basis points in 2025. These are useful signals, but neither proves the standalone effect of a specific platform.[4,5]




Expected portfolio growth, AppFolio 2026

The defensible performance lens is therefore not "software users versus non-users." It is **low-maturity versus connected, measured, and automated operating models.**

# The 2026 executive performance framework

**Use external references to orient the conversation, then measure the operating indicators that leadership can influence. The value is not a single score; it is a consistent management system for revenue, margin, capacity, retention, and risk.**

| PERFORMANCE DRIVER | INDUSTRY / OPERATOR REFERENCE | WHAT YOUR COMPANY SHOULD MEASURE | OWNER DECISION |
|---|---|---|---|
| Effective revenue per door | Published base-fee guidance: $170-$420/year. Diversified operator reference: $900-$1,200 blended. | Base, ancillary, and gross contribution per door. | Are we increasing the value of every door? |
| Ancillary revenue mix | 41% of firms derive more than 20% from ancillary services. | Ancillary revenue by service and attach rate. | Which services expand revenue without proportional labor? |
| Operating margin | 16% report 20%+; 42% report 11%+. | Margin by client, portfolio, and service line. | Where are we creating or eroding margin? |
| Client retention | 76% report 95%+; 50% report 98%+. | Renewal rate, escalation, and service-risk signals. | Which communities need attention before renewal? |
| Manager capacity | 8-10 communities is the modal range. | Raw and complexity-adjusted doors per manager. | Can we grow without adding manager payroll proportionally? |
| Manager turnover | 66% report below 10%. | Turnover by workload, backlog, and support ratio. | Where is workload creating burnout risk? |
| Technology maturity | 97% ERP; 73% portal; 9% BI; 14% broad or strategic AI. | Active adoption, automation, and performance by maturity. | Is technology improving measurable outcomes? |
| Service performance | Condo Control median: 1.7 business hours first response; 3.4 days to close. | Response, closure, reopen, and overdue work by manager and property. | Where is service strong, inconsistent, or at risk? |
| Violation resolution | 82.6% of closed cases resolve at first notice. | First-notice resolution, escalation, aging, and stale work. | Which cases are escalating or aging without action? |

This is a management framework, not a causal comparison. Use the external references as context, then establish a company baseline and track movement over time. [2,3,4,7,8]

# Observed Condo Control network performance: service responsiveness

How service requests actually move across 4,288 active properties on the Condo Control network — a measurable, resident-visible service standard rather than an anecdotal claim.[8]

**REQUESTS OPENED**
**310,062**
Jul 2025 – Jun 2026 cohort.

**MEDIAN FIRST RESPONSE**
**1.7** hours
Business hours, resident-visible update.

**MEDIAN TIME TO CLOSE**
**3.4** days
Calendar days among closed requests.

**RECEIVED A RESPONSE**
**91.8%**
Share with a resident-visible reply.

**CLOSED TO DATE**
**91.5%**
Share of the 12-month cohort.

**PROPERTIES IN POPULATION**
**4,288**
Active properties in the baseline roster.

**The service request lifecycle, at the network median**
Condo Control cohort, July 2025–June 2026[8]


Business hours are 9:00–17:00 Monday–Friday in each property's local time zone. Recent close cohorts are still maturing.

## What the data supports

- A **measurable responsiveness standard** for resident and board-facing service.
- A **baseline for segmenting performance** by property type, manager, size, and workflow adoption.
- **Portfolio-level SLA visibility** rather than anecdotal service claims.
- A **retention proof point** when paired with client renewal and escalation data.

**What it does not prove**

All properties in this cohort use Condo Control. The data demonstrates observed performance on the platform, not the causal lift versus no software or another platform. A matched adoption and pre/post design is required for that claim.[8]

# What portfolio visibility reveals: aging work that needs attention

Visibility does not create portfolio risk. It reveals it. An open violation may reflect an active compliance, legal, or board-policy process. The owner-level question is whether every aged case has an accountable owner, a documented next action, and a review date.[8]

RESOLVED AT FIRST NOTICE

**82.6%**

Of closed violations resolved without escalating past the initial action.

MEDIAN CLOSURE

**28.9** days

Among closed violations in the July 2025 –June 2026 cohort.

| 28,211 | 24,965 | 78.0% | 74.8% |
|---|---|---|---|
| violations logged | currently open | of open cases older than 90 days | of open cases with no update for 90+ days |

## Risk measures the executive dashboard should expose

| METRIC | DEFINITION | OWNER VALUE |
|---|---|---|
| Aged open work | Open items by 30 / 60 / 90 / 180 / 365+ days. | Shows unresolved portfolio risk. |
| Stale work | Items with no resident-visible or internal update. | Separates active cases from forgotten cases. |
| Escalation path | First notice, second notice, hearing, fine, legal. | Shows severity and process consistency. |
| Repeat violations | Same unit / category recurrence. | Identifies persistent risk and policy gaps. |
| Owner and board visibility | Status freshness and report availability. | Protects trust before renewal. |

**Revenue caution**

The data contains fines levied, not collected. Payments are not linked to violation IDs, so fine amounts are not collection-performance or realized-revenue proof.[8]

# Assess your management company

Use this fillable worksheet to establish a baseline. Type directly into the result fields, then compare the company with relevant external references and its own prior period.

| DIMENSION | METRIC | UNIT | REFERENCE | YOUR RESULT |
|---|---|---|---|---|
| GROWTH & MARGIN | Effective revenue per door | $ / door / year | Published base-fee guidance: $170–$420; diversified operator blended: $900–$1,200 | |
| GROWTH & MARGIN | Ancillary revenue share | % of revenue | 41% of firms report more than 20% | |
| GROWTH & MARGIN | Operating margin | EBIT or EBITDA % | 16% report 20%+; 42% report 11%+ | |
| CAPACITY | Doors per manager | Doors / FTE | Build a complexity-adjusted internal baseline | |
| CAPACITY | Communities per manager | Communities / FTE | 8–10 is modal; 37% report 11+ | |
| PEOPLE | Manager turnover | % annually | 66% report under 10% | |
| CLIENTS | Client retention | % annually | 76% report 95%+; 50% report 98%+ | |
| FINANCE | Month-end close | Calendar / business days | Cross-industry median 6.4 days; top quartile 4.8 or less | |
| FINANCE | AR aging and collections | % current / 30 / 60 / 90+ | No strong public HOA management reference found | |
| SERVICE | First response | Business hours | Condo Control network median: 1.7 hours | |
| SERVICE | Time to close | Calendar days | Condo Control network median: 3.4 days | |
| TECHNOLOGY | Maturity level | 1–4 | ERP 97%; BI 9%; broad/strategic AI 14% | |

The monthly close reference is cross-industry, not community-association specific. It is included as an orientation point until proprietary accounting measures are available. [2,3,6,7,8]

### Use external references as context, not a verdict

Portfolio type, service scope, geography, on-site staffing, client mix, and accounting complexity can change the right answer. The most valuable comparison is the company against a well-defined peer cohort and its own prior period.

FROM INSIGHT TO ACTION

# Turn performance metrics into an operating system

The report identifies what owners should measure. Connected accounting, operations, resident self-service, automation, and portfolio intelligence provide the workflows and visibility needed to improve those measures consistently.

### Close and collections

Standardize accounting workflows, improve reconciliation visibility, and give boards more timely financial information.

### Manager capacity

Centralize work, standardize execution, and see workload, backlog, and service performance across the portfolio.

### Resident self-service

Reduce routine manager touches with one place for requests, payments, documents, communications, and updates.

### Portfolio intelligence

Move from individual property activity to owner-level visibility across managers, communities, workflows, and risk.

BUILD YOUR COMPANY BASELINE

## Request a confidential portfolio performance review

Review revenue per door, manager capacity, service performance, technology maturity, and the operating indicators most relevant to your portfolio.

REQUEST A REVIEW

condocontrol.com/request-a-demo

Public and network data in this report is descriptive. Company-specific results depend on adoption, operating model, client mix, service scope, and implementation.

# How to read this report

This report combines four evidence layers. They answer different questions and should not be blended into one unsupported claim.

| EVIDENCE LAYER | SOURCE | WHAT IT CAN ANSWER | WHAT IT CANNOT PROVE |
|---|---|---|---|
| 1 · Industry reference | Foundation for Community Association Research national review and 94-company benchmarking survey. | What the market looks like: economics, staffing, retention, margin, and technology adoption. | Descriptive and self-reported. No product attribution. |
| 2 · Diversified scale operator | FirstService Residential public investor disclosures and annual report. | How a large, diversified operator structures revenue, service mix, scale, and technology-enabled margin improvement. | Cannot isolate the effect of technology from scale, service mix, and operating model. |
| 3 · Condo Control network performance | Observed product data from 4,288 active properties. | How service requests and violations move through connected workflows. | No non-user control group. Descriptive, not causal. |
| 4 · Adjacent maturity evidence | AppFolio survey of 1,617 U.S. residential property management professionals. | How broad AI adopters differ from non-users in growth expectations. | Rental/residential context, vendor-sponsored, correlation only. |

**Why this report does not claim a simple “software vs. no software” result**

Among surveyed community association management companies, 97% already use accounting or ERP. A clean no-software comparison is therefore both statistically weak and strategically outdated. The more useful lens is operating maturity: basic system-of-record use, connected operations, portfolio intelligence, and AI-enabled performance.[2]

## Recommended operating maturity model

**LEVEL 1**

### Basic digitization

Accounting / ERP; spreadsheets and manual handoffs remain common.

Records exist, but leaders still lack consistent visibility.

**LEVEL 2**

### Connected operations

Resident portal, payments, work orders, mobile workflows.

Fewer manual touches and more standardized service.

**LEVEL 3**

### Performance management

Accounting + operations + portfolio KPIs in one view.

Owner-level control over close, capacity, risk, and retention.

**LEVEL 4**

### AI-augmented performance

Automation and AI embedded in repeatable workflows.

Higher capacity and faster execution, subject to adoption and governance.

**Primary external sources:** Foundation for Community Association Research, FirstService, AppFolio, and current management-fee guidance. **Internal sources:** Condo Control production analytics.[1,2,3,4,5,7,8]

# Methodology and limitations

### Geography and audience

The industry baseline is primarily U.S. community association management. FirstService figures are North American. Condo Control data covers the active-property population in the July 2025–June 2026 production analytics.

### Door definition

A door means a managed home or unit. FirstService door counts are inferred from the company's disclosed 6–8% share of a 32 million-unit market.

### Revenue per door

The $170–$420 figure is published U.S. base-fee guidance, not a measured industry average. FirstService blended and base ranges are derived calculations, not company-disclosed KPIs, and should be presented as an implied diversified scale-operator reference.

### Survey scope

The FCAR management-company survey had 94 respondents and is self-reported. Percentages may not total 100 because some questions allow multiple selections or include rounding.

### Technology comparison

The AppFolio result covers residential property management professionals, not a pure condo/HOA cohort. It shows correlation in expectations, not causation.

### Condo Control service requests

Cohort includes requests opened July 2025–June 2026 and tracked through July 20, 2026. First response is the first resident-visible update by someone other than the requester. Business hours are 9:00–17:00 Monday–Friday in local time.

### Condo Control violations

Resolved at first notice means a closed violation never escalated past the initial action. Open-case age includes all currently open violations in active properties.

### Cohort maturity

Recent close cohorts are biased toward fast closures because slow cases have not yet finished. April–June 2026 close metrics will rise as cohorts mature.

### Fines

Violation amounts represent levied amounts, not collections. The underlying database cannot trace payments to individual violations.

### Causality

No external or internal source in this report provides a randomized or matched no-software control. Product-value statements in this report are therefore directional, not causal.

# Sources

[1] **Foundation for Community Association Research, 2025 U.S. National and State Statistical Review.** Market size, assessments, managers, firms, and self-managed share.
foundation.caionline.org/wp-content/uploads/2026/03/2025StatisticalReviewFoundation.pdf

[2] **Foundation for Community Association Research, Community Association Management Company Benchmarking Survey, October 2025, 94 respondents.** Revenue mix, staffing, retention, growth, margin, turnover, technology, AI, and pressures.
foundation.caionline.org/wp-content/uploads/2026/03/MgmtBenchmarking2025.pdf

[3] **FirstService Corporation, Investor Presentation, July 2026.** FirstService Residential revenue, communities, market share, market units, retention, and service mix.
firstservice.com/wp-content/uploads/2026/07/FirstService-Investor-Presentation-July-2026-1.pdf

[4] **FirstService Corporation, 2025 CEO Message / Annual Report.** Statement that AI and process transformation enhanced FirstService Residential margins by 50 basis points in 2025.
firstservice.com/ceo-message

[5] **AppFolio, 2026 Property Management Benchmark Report release.** AI-adopter versus non-user growth expectations; 1,617 U.S. residential property management professionals.
appfolio.com/newsroom/property-manager-benchmark-survey-2026

[6] **APQC monthly close benchmark, as reported in APQC and CFO.com benchmark materials.** Cross-industry orientation for monthly close cycle time. Not specific to community association management.
apqc.org/resource-library/resource/cycle-time-perform-monthly-close

[7] **CTA Acquisitions, Property Management Business Valuation 2026.** Published community association management fee guidance of $14–$35 per door per month plus transactional revenue. Used as a market range, not as a statistically measured industry average.
ctacquisitions.com/guides/property-management-business-valuation

## Internal sources

| SOURCE | USE IN THIS REPORT |
|---|---|
| [8] Condo Control Production Analytics | Response and resolution times for service requests and violations, July 2025–June 2026; generated July 20, 2026. |

Condo Control

# Build your company's performance baseline

See where your revenue model, manager capacity, service performance, and technology maturity stand — and where connected operations can create more capacity.

**REQUEST A CONFIDENTIAL PORTFOLIO PERFORMANCE REVIEW**

CONDOCONTROL.COM/REQUEST-A-DEMO

**ABOUT CONDO CONTROL**

Condo Control helps community association management companies connect accounting, operations, resident self-service, communications, payments, and portfolio visibility in one platform.

SCAN TO REQUEST A REVIEW