

SAMPLE · PROPERTY MANAGEMENT

The numbers we track

Property Management Business

This is a sample. Property Management Business is a fictional company and every figure in this document is invented. The figures match the sample Business Analysis.

The first Business Analysis produced 10 main numbers and 50 supporting numbers for Property Management Business. All 60 are measured again every three months against the values dated 30 September 2026.

How the list works

- **The owner reads ten.** The main numbers are the scorecard. They appear in the quarterly Business Analysis and the Monday report.
- **We track the other 50.** The supporting numbers explain why a main number moved. They appear in the quarterly analysis only where they matter.
- **Every number has a dated starting value** agreed with the owner at the first readout.
- **Every value is labeled.** A value is **from your data** unless its source column says "estimate". Those are **our estimate**, and the assumption is in the Business Analysis.
- **Each number says whose money it is.** Rent belongs to the property owners. Fees belong to the firm.
- **Seasonal numbers are compared with the same quarter a year earlier.** More tenants move in summer, and a unit that empties in winter takes longer to fill. Those numbers are marked "seasonal" below.
- **No outside "in range" figures are used.** Each number is compared with this firm's own earlier value and nothing else. An industry average would describe some other firm, in some other county, with other owners.
- **Each number gets one of three readings every quarter:**
 - **Working:** it moved the right way, and the records show our change is the likely reason.
 - **Watch:** it has not moved, or it is too early to tell.
 - **Adjust:** it moved the wrong way, or the change we made is not producing the effect. The approach changes next quarter.

The ten main numbers

MAIN NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM	FIX
The firm's revenue, last 12 months	\$540,000	Higher	QuickBooks	All
Units under management	142	Higher	AppFolio	3
Days vacant per turnover (seasonal)	34	Lower	AppFolio	1
Rental inquiries with no reply	412 a year, or 103 a quarter	Lower	AppFolio, Quo, website form	1
Leases renewed (seasonal)	71%	Higher	AppFolio	1
Rent paid by the 5th of the month	74%	Higher	AppFolio	3
Work orders open more than 14 days	47	Lower	AppFolio	3
Fees and vendor invoices allowed and not billed	\$20,240 a year, or \$5,060 a quarter	Lower	AppFolio and QuickBooks	2
Day of the month owner statements go out	14th	Lower	AppFolio	3
Owner's hours a week on calls and email	26	Lower	Quo, and our estimate from the owner's count for email	All

Supporting numbers

Filling vacant units

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Vacant days, last 12 months	1,224 across 36 turnovers	Lower	AppFolio
Days vacant by quarter (seasonal)	41, 38, 31 and 29, from October to September	Lower	AppFolio
Rent owners lost to vacancy between tenants (owners' money)	\$104,040	Lower	AppFolio
Management fees the firm lost to the same days	\$8,843	Lower	AppFolio

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Days from move out to make ready finished	13	Lower	AppFolio and the vendor spreadsheet
Days from move out to first vendor visit	5	Lower	Vendor spreadsheet
Days from make ready finished to listing live	4	Lower	AppFolio
Days from listing live to lease signed (seasonal)	11	Lower	AppFolio
Days from lease signed to move in	6	Lower	AppFolio
Turnovers not advertised until the unit was empty	29 of 36	Lower	AppFolio
Time to first reply on a rental inquiry	19 hours	Lower	AppFolio, Quo, website form
Rental inquiries that reach a booked showing	32%	Higher	AppFolio
Booked showings the renter missed	228 of 760, or 30%	Lower	AppFolio
Days from complete application to decision	4	Lower	AppFolio
Approved applicants who signed a lease	41 of 67, or 61%	Higher	AppFolio

Leases and rent

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Leases that rolled to month to month with no offer sent	21	Lower	AppFolio
Days before lease end that the renewal offer went out	38	Higher	AppFolio
Move outs with a recorded reason	14 of 36	Higher	AppFolio
Rent owed by tenants (owners' money)	\$61,400	Lower	AppFolio
Rent owed for more than 30 days (owners' money)	\$38,200, owed by 11 tenants	Lower	AppFolio
Days from rent due to first personal contact	9	Lower	AppFolio and Quo
Tenants who pay automatically	54 of 142, or 38%	Higher	AppFolio
Late fees not charged, with no reason recorded	65	Lower	AppFolio

Repairs

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Work orders opened, last 12 months	1,136	Lower	AppFolio
Median days to close a work order	6	Lower	AppFolio
Work orders open	83	Lower	AppFolio
Work orders open more than 30 days	19	Lower	AppFolio
Repairs that came back within 60 days	138, or 12%	Lower	AppFolio
Old work orders with no message to the tenant in 7 days	29	Lower	AppFolio
Work orders waiting for an owner to approve the cost	11	Lower	AppFolio
Share of work done by the three busiest vendors	58%	Lower	AppFolio

Fees and the firm's books

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Vendor invoices paid and not billed back	23, worth \$9,840	Lower	QuickBooks and AppFolio
Vendor invoices with no markup where it is allowed	96, worth \$4,800	Lower	AppFolio
Renewal fees allowed and not charged	28 of 74, worth \$5,600	Lower	AppFolio
Owners with fee terms entered in AppFolio	49 of 58	Higher	AppFolio and the agreements
Operating profit	9.0%	Higher	QuickBooks
Units that cost more staff time than their fees cover	5	Lower	Our estimate, from AppFolio and Quo counts

Owners kept and found

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Owners who left, last 12 months	5, with 11 units	Lower	AppFolio
Owners gained, last 12 months	6, with 9 units	Higher	AppFolio
Owners who left with a recorded reason	None recorded. 3 found in email.	Higher	AppFolio
Months statements went out by the 10th	5 of 12	Higher	AppFolio
Owner messages that waited more than two business days	17%	Lower	AppFolio
Largest owner's share of units	9.9%	Lower	AppFolio
Owner inquiries that became clients	6 of 31	Higher	Website form and AppFolio

Reputation

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Google reviews and rating	64 at 3.7	Higher	Google Business Profile
New reviews, last 12 months	17	Higher	Google Business Profile
Reviews with no reply	38	Lower	Google Business Profile

Records and software

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Staff hours a week keeping the vendor spreadsheet and AppFolio in step	6	Lower	Our estimate, from the maintenance coordinator's count
Working logins held by people who have left	4	Lower	Every program
Software cost a year	\$14,280	Lower	QuickBooks

How the first retest would read

This is an invented example of the main numbers at the first retest, dated 31 December 2026. It matches the sample six month Business Analysis.

MAIN NUMBER	30 SEPTEMBER	31 DECEMBER	READING	WHAT IT MEANS
The firm's revenue, last 12 months	\$540,000	\$546,000	WATCH	One quarter is too short to judge a yearly figure.
Units under management	142	144	WATCH	One new owner with 2 units.
Days vacant per turnover	34	29	WORKING	7 turnovers in the quarter. The same quarter a year earlier was 41 days.
Rental inquiries with no reply, in the quarter	103	6	WORKING	Every inquiry gets a reply within minutes.
Leases renewed, last 12 months	71%	72%	WATCH	Most leases end in summer.
Rent paid by the 5th of the month	74%	73%	ADJUST	Reminders alone did not move it. Next quarter: a text on the 3rd, a call on the 6th by a named person, and an offer of automatic payment.
Work orders open more than 14 days	47	31	WORKING	A daily list of work orders that have not moved.
Fees and vendor invoices not billed, in the quarter	\$5,060	\$1,240	WORKING	The weekly match caught the rest.
Day of the month owner statements go out	14th	11th	WORKING	Vendor invoices now have a cutoff on the 3rd.
Owner's hours a week on calls and email	26	22	WORKING	Quo shows 7 hours of calls. Email is the owner's estimate.

The "Adjust" row is the most useful part of the retest. It shows the owner what did not work and what changes because of it.



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