BRITTANY HOGAN

CASE STUDY 05 · PROPERTY MANAGEMENT

Rebuilt Property Operations to Strengthen Revenue, Retention & Performance

Operational management, process redesign, digital infrastructure, financial discipline, and resident experience improvements across a growing multifamily portfolio.

OPERATIONS STRATEGY · PROCESS IMPROVEMENT · FINANCIAL PERFORMANCE · SERVICE EXPERIENCE

KPI SNAPSHOT

A vacant management role became an opportunity to rebuild the operating system from first inquiry through tenancy, maintenance, financial reporting, and resident retention.

+32%	-27%	89%	+39%
Overall Revenue Growth	Operating Expense Reduction	Vacancy Rate Reduction	Portfolio Expansion

ROLE

Property Manager | Operations & Process Improvement

PROJECT OVERVIEW

Entered the operation after the prior property manager left without notice, leaving no manager in place and no structured transition. Mapped the business from the first prospect touchpoint through signed lease, occupancy, maintenance, collections, turnover, and reporting. Used root cause analysis to identify why vacancies, operating costs, slow unit turns, inconsistent documentation, and resident friction persisted, then rebuilt the underlying processes, digital tools, vendor practices, service standards, and management routines that supported the portfolio.

DATA NOTE Performance metrics reflect documented operating results across the 2007 through 2014 period, with portfolio management continuing through 2015.

CONTEXT

The challenge and the strategic response

The business needed immediate operational continuity after an unexpected management vacancy, but the deeper issue was structural. Core workflows, documentation, vendor controls, resident communication, leasing, maintenance, and financial reporting all required modernization.

PROBLEM

No management continuity

The prior property manager left without notice, leaving no formal handoff and no manager in place to maintain day-to-day operations.

Persistent vacancy and leasing friction

Average vacancy was approximately 18%, while prospect intake, applications, screening, lease execution, and unit readiness created avoidable delays.

High operating costs and slow turns

Supply purchasing, maintenance coordination, vendor use, and unit turnover practices were not consistently optimized for cost or speed.

Outdated records and inconsistent service

Critical forms remained on paper, operating records lacked a modern digital structure, and resident relationships depended heavily on reactive communication.

STRATEGIC RESPONSE

Map the operation end to end

Used process mapping to understand the full operating journey from advertising and inquiry through application, screening, leasing, occupancy, maintenance, collections, turnover, and reporting.

Redesign the leasing pathway

Standardized inquiry handling, online forms, applications, background checks, lease preparation, approvals, follow-up, and move-in coordination to reduce friction and speed occupancy.

Use root cause analysis to reduce waste

Reviewed cost drivers and workflow bottlenecks, sourced better suppliers, improved maintenance scheduling, and tightened turnover coordination to reduce expense and get units market-ready faster.

Build digital infrastructure and service standards

Converted essential documents into current digital files, improved daily reporting, strengthened resident communication, and established a more personalized service model across the portfolio.

WHAT WAS BUILT

A practical operating system that connected leasing, maintenance, finances, documentation, vendors, and resident experience

→ Leasing & Resident Intake

Standardized advertising, website information, online forms, applications, background checks, lease preparation, signing, follow-up, and move-in coordination.

→ Digital Documentation Infrastructure

Recreated outdated paper forms as current digital documents and established more consistent records for leases, notices, applications, reporting, and operational reference.

→ Vendor & Cost Management

Evaluated recurring expenses, researched alternative suppliers, improved purchasing decisions, and reduced unnecessary operating costs while maintaining service needs.

→ Turnover & Maintenance Workflow

Improved maintenance prioritization, vendor coordination, supply sourcing, unit-turn sequencing, and time-to-market for vacant apartments.

→ Financial & Owner Reporting

Maintained daily communication with ownership and supplied the accountant with required financial statements, budgets, operating information, and supporting documentation.

→ Resident Retention & Service Experience

Built high-touch resident relationships, learned the families across the portfolio personally, resolved issues proactively, and organized community holiday events for residents and their children.

BUSINESS IMPACT

What changed as the operating model matured

The rebuilt operation produced stronger financial performance, lower vacancy, better cost control, greater portfolio capacity, and a more consistent resident and ownership experience.

2%	100%	100	8 YRS
Vacancy Rate at Exit	Rent Collection in Peak Months	Units Managed Across the Portfolio	Operational Leadership

OPERATIONAL OUTCOMES

01 Revenue growth through operational discipline

Revenue increased 32% while the portfolio expanded, supported by stronger occupancy, more consistent rent practices, systematic rental increases, and tighter day-to-day management.

02 Vacancy fell from 18% to 2%

A redesigned prospect-to-lease process, faster unit readiness, better follow-up, and clearer accountability reduced chronic vacancy and improved portfolio utilization.

03 Operating expenses declined 27%

Vendor review, supplier research, purchasing discipline, maintenance coordination, and tighter control of recurring operating costs reduced expense without sacrificing service.

04 A more stable resident and ownership experience

High-touch resident relationships, consistent documentation, daily owner reporting, accountant coordination, and community-building practices created a more organized and dependable operating environment.

WHAT THIS PROJECT

DEMONSTRATES

Operations Strategy · Process Mapping · Root Cause Analysis · Process Improvement · Financial Performance · Property Operations · Vendor Management · Digital Infrastructure · Resident Experience · Organizational Documentation