Maintenance Summit **2026**

Vendor Management

Building Networks That Actually Perform

DOUG MOE • TOUCHSTONE PROPERTY MANAGEMENT

Brought to you by PROPERTY**MELD**

// THE REAL PROBLEM

Vendor management usually means hope and a phone number

01 No written standard, so every vendor is judged on vibes

02 No data. You “know” who's good, but you can't prove it

03 No tiers. A $200 job and a $20,000 job get the same treatment

The result: inconsistent resident experience, inconsistent spend, and vendors who have no idea what “good” looks like

// THE BIG IDEA

Not every vendor earns the same relationship

CORE VENDORS

A small handful, the ones who get real volume

Full written agreement + KPI tracking

Held to invoice design & GL coding standards

Get priority on assignment of work, which means more jobs and more revenue

EVERYONE ELSE

Occasional / specialty work, not enough volume to justify more

Bar to clear: license + insurance, nothing more

Minimal KPI overhead, because the admin cost outweighs the return

Still governed by the same core protections (Meld-only workflow, invoice rules)

// VENDOR AGREEMENT

Put it in writing before you need it

01 Response time: 2 business hours through the maintenance software, ideally a real phone call

02 Everything routed through one system. No side texts, no phone-only work orders

03 90-day warranty on labor and materials, no cost to re-visit

04 Photos + itemized invoice required before payment, no exceptions

05 Priority on assignment of work for them, in exchange for being their priority

// THE EXTRA ASK

15%

VENDOR COORDINATION FEE

What core vendors give back

A 15% vendor coordination fee, paid by the vendor to us, never by the owner

It replaces their marketing spend. Guaranteed volume instead of chasing leads

They still come out ahead versus what they'd spend to win that same work

We stop shopping vendors on every job, so both sides get a real relationship

Core vendors also adopt our invoice design and GL coding standards

// OWNING THE RELATIONSHIP

The one step almost everyone skips

ONE POINT PERSON OWNS EVERY VENDOR RELATIONSHIP

If you run more than one maintenance coordinator, one of them needs to be a dedicated **vendor relations specialist**. Not a side duty, a real role:

- Onboards every new vendor onto our standard and our system
- Trains them on Property Meld: how we work, not just what we expect
- Is the single escalation point when something goes sideways
- Carries overall responsibility for vendor performance, not just intake

// THE SECRET SAUCE

Property Meld

Every number in the next few slides comes straight out of Meld.

// 2025 VS 2026, SAME SOFTWARE, SAME BENCH

What we've actually moved

67.5% → 85.2%
Vendor Health Score
+17.7 POINTS

2.8 → 0.9 hrs
Vendor acceptance speed
68% FASTER

9.2 → 8.1 days
Median speed of repair
12% FASTER

$42.80 → $29.10
Maintenance spend per unit
32% LOWER

31.4% → 24.5%
Jobs still open past 14 days
6.9 POINTS BETTER

51.0% → 43.8%
Jobs still open past 7 days
7.2 POINTS BETTER

2025 full-year monthly average vs. 2026 year-to-date (Jan–Aug) monthly average. Source: Property Meld.

// ACCOUNTABILITY, PART 1

Vendor KPIs: measuring the vendor's side of the job

- Vendor Acceptance Speed & Time to Schedule (hours)
- Median Speed of Repair (days, assigned to complete)
- % of jobs completed after 7 / 14 days, the real backlog signal
- Resident Satisfaction score, per vendor
- Spend per invoice and spend per unit
- Rolled up into one Vendor Health Score

PULLED FROM PROPERTY MELD, MOVED INTO A SPREADSHEET MONTHLY FOR HISTORICAL TREND VIEW

// ACCOUNTABILITY, PART 2

MC KPIs: measuring your side of the job

- Melds completed / open / stale (>7 and >14 days) per coordinator
- Median age of open melds, what's actually sitting
- Cycle time by stage: assigned, scheduled, complete
- Average resident satisfaction, by coordinator
- Backlog trend, growing or shrinking, not just a snapshot

// THE PAYOFF

Look at them together, or you'll blame the wrong side

A vendor's “slow speed of repair” might really be a coordinator sitting on the assignment

A coordinator's “high stale-meld rate” might really be one vendor no-showing repeatedly

Split the dashboards and you'll fire good vendors and blame good coordinators

Combined, the two data sets tell you exactly where the friction actually lives

// WHAT WE'RE ACTUALLY TARGETING

A few real benchmarks

< 1 hr
VENDOR ACCEPTANCE SPEED

< 4 days
MEDIAN SPEED OF REPAIR

4.8 / 5
RESIDENT SATISFACTION TARGET

< $237
SPEND PER INVOICE

< 24 hrs
ASSIGNED TO SCHEDULED

< 25%
MELDS STALE BEYOND 7 DAYS

// THE MINDSET SHIFT

This isn't vendor policing, it's a growth trade

You're not extracting compliance. You're offering volume and priority in return

The fee isn't a tax. It's what they'd have spent on marketing to win the same work

The agreement exists so both sides know exactly what they're getting

Good vendors want the standard. It's the operators with no standard who lose good vendors

The relationship should grow as your portfolio grows. Symbiotic, not extractive

Proof: our three key vendors added **$923,000** in revenue

// TAKE THIS HOME

01 Tier your vendors. Match the standard to the volume

02 Get the agreement in writing before you need it

03 Charge the coordination fee

04 Give one person real ownership of onboarding and vendor performance

05 Track vendor KPIs and your own coordinator KPIs together

Let's Talk

Questions & discussion

SHOW OF HANDS FIRST:

- Who here has a written vendor agreement in place?
- Who charges a maintenance coordination fee, or takes a rebate from their vendors?
- Who here has a vendor onboarding process?
- Who's comparing coordinator KPIs against vendor KPIs?