

How **Maintenance** Can Impact Client Churn

Purpose, rules, and systems that turn maintenance into client retention.

// WHERE THIS BEGAN

The Task

3.3%

CLIENT CHURN • SEPTEMBER
2024

- September 2024 – Client churn reaches 3.3%
- Churn has been on a steady incline for the past 5 months.
- RL adds a new VP of Operations and a New Director of Maintenance.
- The leadership team is tasked with the goal of making changes to reduce client churn and long-term solutions to keep it there.

Where did we start?

01

What role can maintenance play in reducing churn?

02

Where are there gaps and inefficiencies in processes?

03

Do we have a culture to achieve our goals?

04

Do we have the right people in the right seats?

// OUR PURPOSE

Why we exist

To help clients be successful with their real estate investments.

Maintenance is more than fixing homes. We protect assets, serve residents, and create value for our clients.

Every work order, conversation, and decision should answer one question:

"How does this help our client be more successful?"

Rule #1 – Everything in the Client's Best Interest

Every decision should protect the client's investment and support the property's long-term success.

ASK YOURSELF:

Is this protecting the investment?

Is this the best long-term solution?

Would I make this recommendation if I owned the property?

Trust is earned when clients know every recommendation is made with their best interests in mind.

Rule #2 – Efficiency in Time and Task

Efficiency isn't about working faster. It's about eliminating waste while maintaining quality.

WE VALUE:

Organized technicians

Proper planning

Efficient scheduling

Clear communication

Doing the job right the first time

Every minute saved through preparation is another minute spent serving residents and protecting investments.

// HOW WE WORK

Our Core Values Plus 1

Purpose explains why we exist.

Rules guide how we make decisions.

Our Core Values define how we work every day.

01 Clear Communication

03 A Place for Everything and Everything in Its Place

05 Do It in Real Time

07 Extreme Personal Responsibility

02 Figure It Out and Get It Done

04 We Lend a Hand Always

06 Respect Clients, Residents, and Each Other

// CULTURE

Leadership Creates Culture

Culture isn't built by policies. It's built by leaders.

EVERY LEADER HAS TWO RESPONSIBILITIES:

01

Model the standard.

02

Protect the standard.

// CULTURE

Set the example and ask your team for the same:

Effort

in every task

Integrity

in all your actions

Intention

in everything you do

Accountability

in all of your work, wins and losses

Pride

in achieving the best result

Professionalism

in all interactions, clients, tenants and co-workers

Consistency

in the day to day

Trend Setters

Trend Setters lead through example. They are inadvertent or sometimes reluctant leaders.

Set the pace

Model the values

**Embrace
improvement**

Raise expectations

| People follow what they consistently see.

Standard Bearers

Standard Bearers protect the culture. These are your Field Managers, Project Managers, Lead Maintenance Coordinators.

**Hold the
standard**

Coach others

Teach the "why"

**Reinforce
purpose and
values**

**Hold teammates
accountable**

| Standards don't maintain themselves, but Standard Bearers do.

// CONSISTENCY

Growth and Consistency Live in the Details

Extraordinary results come from ordinary habits performed consistently.

- 01 **Small details become daily habits.**
- 02 **Daily habits become culture.**
- 03 **Culture becomes the client experience.**

// SYSTEMS

Putting Culture Into Practice

Culture becomes real through systems. Every role has a clear purpose.

Property Manager

→ Client relationship

Maintenance Coordinator

→ Maintenance process

Scheduler

→ Technician efficiency

Technician

→ Quality repairs & resident experience

When people focus on what they do best, everyone performs better.

// SYSTEMS

Operational Excellence

WE CREATE EFFICIENCY THROUGH:

**Centralized
scheduling**

Warehouse inventory

Vendor partnerships

Bulk purchasing

**Preventive
maintenance**

Flat-rate pricing

**Standardized
processes**

These systems reduce delays, lower costs, improve communication, and allow technicians to focus on solving problems instead of managing logistics.

Efficiency is not doing more work. It's creating better systems that deliver more value.

// RETENTION

Building Trust Through Transparency

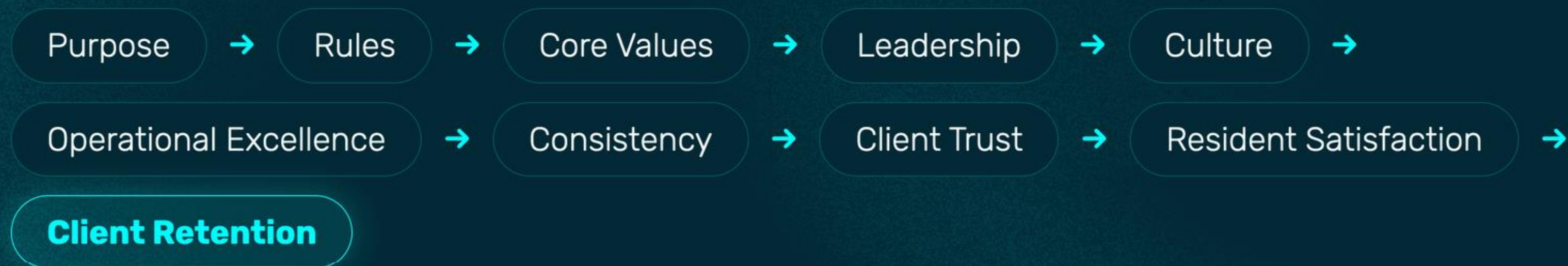
Clients stay because they trust us. Trust is built through:

- 01 Clear communication
- 02 Predictable pricing
- 03 Proactive approvals
- 04 Consistent service
- 05 Honest recommendations

No surprises. Just confidence.

// EVERYTHING CONNECTS

The Result



Each link depends on the one before it.

// THE MEASURE

JAN 2024 – JUNE 2026

Client Churn Rate Trailing 3-Month Avg



// IN CLOSING

Maintenance isn't just about repairing homes.

It's about protecting investments, creating exceptional resident experiences, and earning trust from our clients through consistency.

When purpose drives decisions, leaders model the standard.

Systems support excellence, and every team member focuses on serving the client.

The result is lasting relationships, stronger portfolios, and long-term client retention.