

ONE PACKAGE AT A TIME

Field Systems for SFR Intake and Execution Under the 350-Home Constraint

Bennett Vinson • SFR Platform Consulting • Construction and Field Operations

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The Operating Reality

The 21st Century ROAD to Housing Act (Public Law 119-101) sets a 350-home investment-control threshold for large institutional investors buying single-family homes, effective January 7, 2027. While guidance on aggregation and control continues to develop, the practical effect is already clear: most new or expanding SFR platforms must stand up and operate discrete packages rather than continuous large-scale roll-ups. Build-to-rent remains a statutory carve-out that preserves a path for larger institutional capital, but the same execution discipline still applies.

In this environment the constraint is not access to data or software. It is the ability to intake, scope, execute, and verify units at package scale—then transfer that capability to the next package without depending on a single PMS pipe or a single superintendent.

What Software and AI Do Not Replace

Property management platforms and the tools that sit on them can aggregate data, flag exceptions, and coordinate communication. They do not walk the house, write the scope that protects the underwriting, set and enforce line-item standards, manage contractor cash flow and performance under real pressure, or verify that a unit is actually lease-ready. Those activities determine cycle time, completion volume, callback rate, and whether the capital committed to a package is protected.

A product that runs on a competitor's permission has an expiration date. Field systems that run on exported data, photographs, standardized scopes, and trained field managers do not.

Transferable Field Systems

The systems below are designed so field managers can own and move them from one package to the next:

- **Acquisition scope and buy-box inspection** — Defined walk path, photo standards, and buy-or-pass criteria so capital commits with a clear rehab estimate.
- **Rehab standards** — Consistent scope language, materials, and finish levels so every home and every vendor works to the same bar.
- **Contractor bench and scorecards** — Recruit, qualify, and rotate vendors; track quality, schedule, and callbacks; use pay terms that keep good crews.
- **Cycle-time tracking** — Simple status model and weekly dashboard covering days in cycle, completions, punch age, and callback rate.
- **Turn process** — Intake-to-lease-ready sequence, same-or-next-day punch discipline, utilities-on before PM handoff, and recovery plans when a job slips.

Results That Travel

Results from methods applied in institutional SFR rehab and turns:

- High-volume buy-or-pass acquisition scoping, with training of others to write scopes and make the purchase recommendation.
- Average days in cycle reduced by about 49%; completions increased by about 123%.
- About an 85%+ reduction in punch age; about an 80% reduction in callback rate on new renovations.
- Contractor bench, vendor scorecards, and a standard walk path that new managers can run.

Three Ways to Engage

The same operating foundation supports three entry points, depending on where a platform or operator is today:

- **Front-end intake and scoping standards** — Stand up the walk path, photo standards, and buy-or-pass criteria for a new package.
- **Diagnostic review** — Focused look at current scopes, budgets, timelines, callback data, and contractor performance to identify the highest-leverage gaps.
- **Field-manager training and system install** — Document the standards, build the scorecards and dashboards, and train the managers who will own and transfer the system to the next package.

The diagnostic can lead to training. Front-end standards can be paired with training. Training is the outcome that makes the capability repeatable.

Next Step

A short scoping call confirms markets, target volume, CapEx, and which path fits first. Engagement options, rates, and travel terms are detailed in the accompanying consulting document.

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