

PROPERTY PRESERVATION

The Future of Flexible Work in Property Preservation

What preservation network leaders told us about running a 1099 workforce at scale.

70%

of property preservation leaders flag payment-reconciliation delays as the top contractor complaint. The highest of any industry Wingspan surveyed.



THE FUTURE OF FLEXIBLE WORK · 2026

The Future of Flexible Work in Property Preservation

What preservation network leaders told us about running a 1099 field workforce at scale.

Property preservation took the top rank of all industries Wingspan surveyed in four separate measures of contractor pain.

Across 500+ finance, HR, and operations leaders in seven verticals, property preservation came in at #1 on payment-reconciliation delays, lack of centralized systems, payment management as a top challenge, and insurance verification at onboarding. **Here's why, and what the leading networks are doing differently.**

ABOUT THE DATA

Who is this for Ops, finance, and HR leaders at property preservation, REO inspection, and field-service networks running 1099 contractor crews at scale

Property preservation respondents **122**

Total survey sample **500+**

Company size ~75% have 1,000–4,999 employees

OPERATIONAL PAIN

70%

flag payment-reconciliation delays as the top contractor complaint.

#1 of any vertical surveyed. +21 pts above the next-closest comparison pool.

54%

flag lack of centralized systems as top management challenge.

#1 of any vertical surveyed. +9 pts above the next-closest industry.

51%

flag payment management as a top operational challenge.

#1 of any vertical surveyed. +4 pts above the next-closest industry.

STRATEGIC POSTURE

18%

have invested in a system built for 1099 contractor management.

The lowest rate of any vertical. Just 23% are very satisfied.

11%

report being very satisfied with their current contractor systems.

The lowest of any vertical surveyed. **67% sit in mildly-satisfied, the highest middle-bulge.**

72%

run contractor operations with multiple teams involved.

Operations involved at 93%, Finance at 91%. The three-function committee is structural.

WHERE PRESERVATION NETWORKS GET STUCK

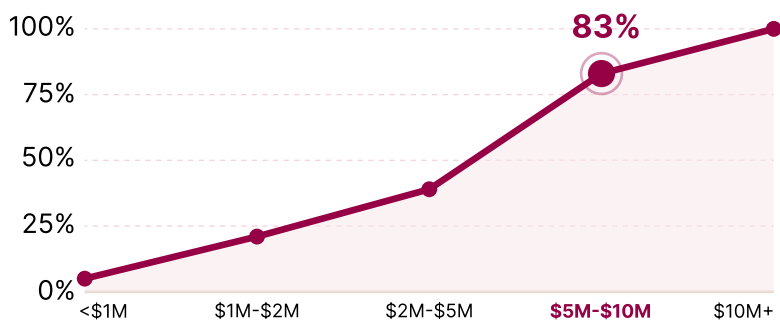
Three chokepoints decide whether a preservation network can scale.

The pain isn't spread evenly across the contractor lifecycle. Three specific failure points show up sharply in the data, and they're where dispatch ops and field-network coordinators lose entire work weeks.

FAILURE POINT 1 · THE \$5M CLIFF

Back-office work scales with spend until \$5M a month. Then it breaks at once.

Among orgs paying contractors \$5M+ a month, 83% report 41+ hours/month on payments, and 76% report 41+ hours on onboarding. The pain hits hardest at \$5M in monthly spend on field networks.



Contractor spend/mo · % spending 41+ hrs/mo paying contractors

FAILURE POINT 2 · THE CREDENTIAL-AND-CASH BIND

Both the front and back door are broken.

48% flag insurance verification as a top onboarding challenge. The bigger story is the +21-point reconciliation gap. Operators fight expired GL certificates at hiring and payout disputes at exit.

Insurance verification (GL/WC) 24% **48%**

Reconciliation delays at pay 49% **70%**

Lack of centralized systems 40% **54%**

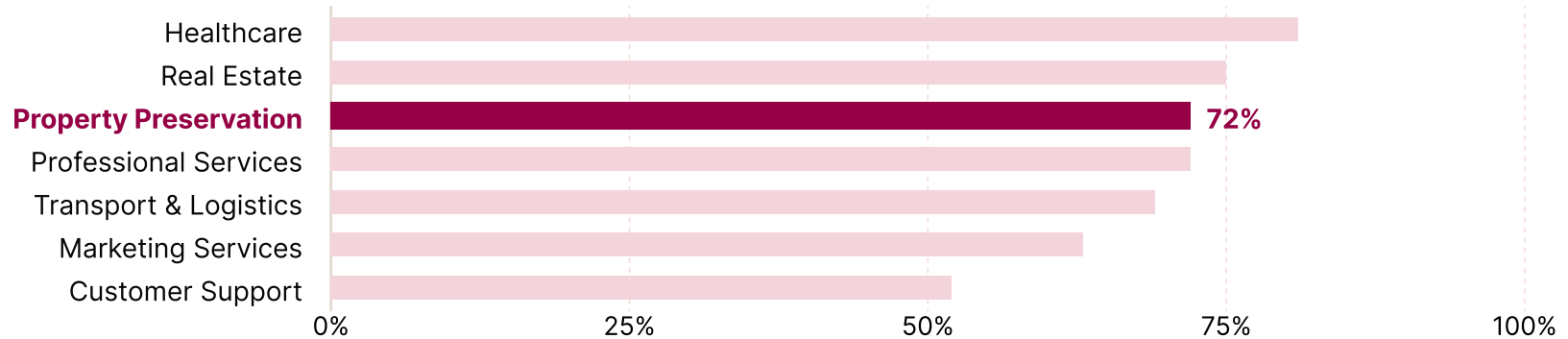
● Property Preservation ○ Industry Average

Property Preservation vs industry average · % flagging each pain

FAILURE POINT 3 · THE FOUR-WAY RACI PROBLEM

No single function owns contractor management, so the tool stack stays split.

72% of property preservation orgs run contractor management with Finance, HR, and Operations all involved. Operations sits at 93%, finance at 91%. When the workflow lives in three places, no single-function tool fits.



% running contractor management with all 3 functions involved

100%

of orgs paying contractors \$1M+ report compliance pain

Compliance becomes a half-time job. Every preservation org paying contractors \$1M+ a month reports spending 21+ hours per month on compliance alone. Above the threshold, that workload is permanent.

WHERE PROPERTY PRESERVATION RANKS

Property preservation is the #1 industry on four contractor pain measures.

Across the 500+ leaders Wingspan surveyed in seven verticals, property preservation took the top rank on four separate measures of contractor pain. **No other vertical leads more than two.** Four distinct failures, each compounding the next across the contractor lifecycle.

	Property Preservation	Pro Svcs	Customer Support	Healthcare	Transport	Mktg
Payment-reconciliation delays as top complaint	70%	56%	49%	39%	60%	45%
Lack of centralized systems as top challenge	54%	33%	37%	45%	46%	38%
Payment management as top challenge	51%	39%	47%	39%	26%	44%
Insurance verification (GL/WC) at onboarding	48%	22%	47%	11%	9%	22%
Have invested in a 1099 system (LAST)	18%	27%	28%	34%	51%	52%

The takeaway: property preservation's contractor model is *uniquely hard* in four distinct ways that compound across the front door, the back door, and the systems in between. Front-door credential checks compound with back-door reconciliation, and four-function ownership means no single-team tool closes the loop.

WHAT THE LEADING NETWORKS ARE DOING

Three moves the leading preservation networks have already made.

01 Close the reconciliation loop with a per-job ledger.

70% of preservation orgs are stuck here. A per-job ledger ties payout to work order.

02 Verify insurance continuously, not annually.

48% flag insurance verification at onboarding. Continuous renewal tracking holds expired vendors out automatically.

03 Consolidate the contractor stack into one purpose-built platform.

54% flag a lack of centralized systems. Consolidating onboarding, credentials, and pay cuts the workload in half.

These are the moves Wingspan customers like **Majestic Services** (100+ hours per month saved on inspector onboarding and payment processing) and **SafeGuard Properties** (one of the largest national mortgage field-services networks) have already made.

[Read the case](#)

Wingspan is the payroll platform built for property preservation networks.

Per-job pay, multi-state insurance verification, and 1099 filing in one platform, used by Majestic Services, SafeGuard Properties, and other repair, preservation, and inspection networks scaling past 500 contractors.

[Book a demo](#)
[See how it works](#)

The 2026 Future of Flexible Work Report surveyed 500+ US-based finance, HR, and operations leaders. Property preservation cut: n=122 (~24% of sample), combining insurance-side managed-repair and real-estate-side mortgage-field-services networks. Customer metrics from published Wingspan case studies on wingspan.app/customers.