



**IREM Institute of Real Estate Management**

**ARM<sup>®</sup> – ACCREDITED RESIDENTIAL MANAGER<sup>®</sup>**

---

**International** – For Use in Countries Where IREM Classroom Education is Not Offered (2010)





## About the ARM Certification

The ARM<sup>®</sup> – ACCREDITED RESIDENTIAL MANAGER<sup>®</sup> certification – is given by the Institute of Real Estate Management (IREM<sup>®</sup>) to those real estate managers of residential properties who meet requirements in the areas of:

- ✓ Education
- ✓ Examination
- ✓ Experience
- ✓ Ethics

The ARM certification carries with it a host of member benefits aimed at advancing your career.

- The ARM brings with it credibility, respect, and industry recognition and will help fast-track your career.
- IREM resources – education, publications, conferences, online services through IREMFIRST, the *Journal of Property Management (JPM)* – build your expertise on industry trends and issues.
- Membership in IREM makes you a member of a community of professionals just like you and enables you to establish new business contacts and build a support network of colleagues.

## Education

The education requirement can be met in one of these ways:

### Option 1. IREM Courses

Most applicants complete the education requirement by taking courses. Applicants have two choices to fulfill the course requirements:

1. Complete one of these courses:
  - RES201: Successful Site Management, or
  - CID201: Managing Condominium Association Properties.

Each covers the management of the entire property in *one* course

2. Complete a series of function-specific courses. Some of these courses also earn credit toward the CPM designation. For those applicants interested in pursuing the CPM designation after the ARM certification, these courses – identified as the 400-series courses – are recommended.

For more about the required courses and their delivery formats, see pages 7-8.

### **Option 2. Other Designations**

The ARM education requirement can be met by holding any one of the following designations, awarded by other US-based organizations:

- Certified Apartment Manager (CAM) given by the National Apartment Association (NAA)
- Certified Residential Manager (CRM) given by the Minnesota Multi-Housing Association (MHA)
- Registered Apartment Manager (RAM) given by the National Association of Home Builders (NAHB)
- Professional Community Association Manager (PCAM) given by the Community Associations Institute (CAI)

### **Option 3. College Education**

The education requirement can be met by having a two-year degree (e.g., associate degree) or an undergraduate or graduate degree in real estate or property management (e.g., major, minor, or other concentration) from an accredited college or university.

## **ARM Certification Exam**

The ARM certification exam measures the knowledge required to meet the standards set by IREM for a professional residential property manager. Passing the ARM certification exam with a score of at least 70% is required to earn the ARM certification.

The ARM certification exam can be taken in any of the following ways:

- As part of the RES201 or CID201 course when taken as a classroom course. The examination fee is included with the course tuition.
- Individually through proctors arranged by IREM. The examination fee is \$65.

## **Ethics**

ARM Members stand apart from other residential property managers because of their commitment to professionalism through the IREM Code of Professional Ethics – a code that is stringently enforced by IREM. Achievement of the ARM certification requires agreement to adhere to the IREM Code of Professional Ethics.

ARM members stand apart from other real estate managers because of their commitment to professionalism. Completing the ethics requirements means agreeing to uphold the IREM Code of Professional Ethics.

In addition, an IREM ethics education requirement must be fulfilled. This is done by:

- Successful completion of the RES201 course, which includes a section on ethics.
- Successful completion of the CID201 course, which includes a section on ethics.
- Successful completion of ETH001: “IREM Ethics Online.”

## Experience

Experience is a requirement for the ARM certification and is met by:

- Having at least 12 months of residential real estate management experience,
- For each year of reported experience, managing a minimum size portfolio based on the number of housing units managed (see minimum portfolio in the chart on the next page), and
- Performing at least 12 of the 24 functions IREM uses to define a residential property manager (these are listed on the ARM application).

Type of Property	Minimum Management Portfolio for Experience Credit
Rental multifamily property (apartments, mobile homes, condominium and single-family homes offered for rent)	30 units
Mobile home parks	75 mobile home park pads
Homeowners and condominium associations	60 units
Single-room occupancy and dormitory/student housing properties	45 units

## Other

Additional requirements for the ARM designation are as follows:

- **References.** You must submit three letters of recommendation in sealed envelopes
- **Application.** You must submit a complete ARM application in English.
- **Application fee.** The application fee is 100 USD. This includes IREM membership dues for the year in which application is made.

## Applying for ARM Certification

You can apply for the ARM certification at any time – before you take any of the courses, in the middle of the process, or when you have completed all of the courses and the exam.

When IREM receives your ARM application:

- If you meet all of the ARM requirements, you will be officially approved as an ARM and a member of the Institute of Real Estate Management.
- If you do not yet meet all of the ARM requirements, you will be held in Pending ARM status. This will entitle you for the member tuition (a 20% discount) when you take the IREM courses, as well as many of the other benefits of membership, including access to IREM's website based on your IREM identification number that will be provided to you.

## ARM Approval

When you have completed all of the ARM requirements, you are officially granted your ARM certification:

- You become a credentialed member of IREM and receive all benefits and services of membership.
- You receive official notification of your approval by mail from IREM Headquarters in Chicago, Illinois, USA.
- You will receive an ARM certificate, IREM code of professional ethics, and an ARM pin.

The ARM is a membership certification, and all ARM Members are expected to pay annual dues to maintain their membership and the right to use the ARM certification. In addition, you must continuously adhere to and abide by the IREM bylaws, policies, and IREM Code of Professional Ethics.

## Membership Benefits

Membership in IREM brings with it a broad range of benefits. Among them:

- Access to IREM's website, [www.irem.org](http://www.irem.org), as well as IREM FIRST, [www.iremfirst.org](http://www.iremfirst.org) and its massive online library of members-only resource material.
- Member discounts of up to 20% on IREM textbooks, research studies, and other publications purchased through IREM Headquarters.
- The bi-monthly *Journal of Property Management*.
- Regular electronic updates from IREM on IREM activities and events as well as industry news.
- Opportunities to network with other real estate management professionals – at IREM meetings or virtually through online forums.
- Your listing in IREM's online membership directory of professionals.
- Access to materials to promote yourself as being ARM certified.

## Completing Your ARM Application

Follow these steps in completing the ARM application:

**Page 1 of the application** – Complete all of the questions on this page. Have your supervisor sign the application and sign it yourself. If you work for yourself and do not have a supervisor, please note this. Your signature confirms that you have reviewed and agree to IREM’s rules and regulations contained on page 9 of this document.

**Page 2 of the application** – Complete all questions on this page.

**Page 3 of the application** – This is where you report your experience for your current job. Complete the information requested in the left-hand column. In the right-hand column, check each box if you currently perform the function listed. You must check at least 12 of these boxes to receive credit for your experience.

**Page 4 of the application** – This is where you report your experience for your previous job. If you have several previous jobs to report, you may photocopy this page. If you have had no previous jobs, write “not applicable” on this page.

**Confidential Letters of Recommendation** – Three letters of recommendation are required. At least two of these letters must be from this group: CPM Members, ARM Members, current or former clients, or from current or former employers. The third letter of reference may come from anyone who has knowledge of your business reputation. Each letter should be put in an envelope, sealed, and signed on the back and submitted unopened with your application.

When it is complete, your application should be mailed to:

International ARM Application  
Institute of Real Estate Management  
430 North Michigan Avenue  
Chicago, IL 60611 USA

Tel: +1-312-329-6098  
Fax: +1-312-410-7910  
E-mail: [international@irem.org](mailto:international@irem.org)  
Web: [www.irem.org](http://www.irem.org)

## ARM Application Checklist

- Completed application form in English – keep a copy for your own records
- Any supporting documents required
- Three confidential letters of recommendation unopened in their envelopes
- The application fee of \$100 payable in US dollars. This includes the first year’s membership dues.

## ARM Certification Requirements

<b>Education</b> <i>Select one of these four options</i>			
<i>Option 1</i> All of these courses: MNT402 (2 days) HRS402 (2 days) FIN402 (2 days) MKL405 (2 days)	<i>Option 2</i> RES201 or CID201	<i>Option 3</i> Have CAM, RAM, CRM, or PCAM certification	<i>Option 4</i> College or university degree in real estate or property management
<b>Examination</b> <input type="checkbox"/> Pass ARM certification exam			
<b>Experience</b> <input type="checkbox"/> 1 year (12 months) residential property management experience as defined by IREM			
<b>Ethics</b> <input type="checkbox"/> Agree to uphold the IREM Code of Ethics <input type="checkbox"/> Complete RES201, CID201, or ETH001			
<b>Application</b> <input type="checkbox"/> Completed application in English <input type="checkbox"/> Application fee of 100 USD <input type="checkbox"/> Three letters of recommendation			
<b>Ongoing Requirements</b> <input type="checkbox"/> Payment of annual membership dues - \$100 in 2010 <input type="checkbox"/> Adherence to IREM Code of Professional Ethics			

## Course Delivery Options

Course Options	Delivery Formats
RES101 – Successful Site Management	<ul style="list-style-type: none"> <li>• Classroom – 5.5 days (includes ARM exam)</li> <li>• Online</li> <li>• Home study</li> </ul>
CID201 – Common Interest Developments: Managing Condominium Association Properties	
FIN402 – Investment Real Estate: Financial Tools (requires HP10BII calculator)	<ul style="list-style-type: none"> <li>• Classroom – 2 days</li> <li>• Online</li> <li>• Home study</li> </ul>
HRS402 – Human Resource Essentials for Real Estate Managers	
MNT402 – Property Maintenance and Risk Management	
MKL405 – Marketing and Leasing: Multifamily Properties	
ETH001 – IREM Ethics Online	
ARMXM – ARM Certification Exam	If not taken with RES201 or CID201, arrangements are made for proctored exam administered online or in person

<p><b>Classroom courses</b> are taught in English in the US and Canada</p>	<p><b>Online courses</b> are available in English</p> <ul style="list-style-type: none"> <li>• Presented in four-week sessions</li> <li>• High-speed internet is required</li> </ul>	<p><b>Home study courses</b> are available in English</p> <ul style="list-style-type: none"> <li>• Can be taken at any time</li> <li>• Most be completed within 6 months</li> <li>• Course credit requires passing a self-administered exam</li> </ul>
--	--	--

## Rules and Regulations Governing ARM Program

In connection with the Institute of Real Estate Management, upon submission of application for the ARM certification, I agree that:

- A. All of the information provided by me is complete and correct to the best of my knowledge and belief. If I made or at any time make any statement with knowledge of its falsity, I understand that it shall be cause for denial of ARM status and membership in the Institute. I further agree to submit to the jurisdiction of the IREM Ethics and Discipline Committee in the event that allegations of unethical or improper conduct arise during the pendency of this application.
- B. All additional information that may be needed by IREM shall be supplied by me upon request.
- C. I shall conduct my property management activities in accordance with the IREM Code of Professional Ethics and shall also be bound by the bylaws and policies of the Institute as they are now or as they may be amended from time to time subsequent to making application and the decisions of any IREM committee and the Governing Council affecting my membership in IREM.
- D. IREM may censure, suspend, expel, or otherwise terminate candidacy or membership, if granted, in accordance with the Institute's bylaws, policies, and item A above, and that the Institute, its officers, members, employees, and agents may disclose its actions, in full or part, to the members of the Institute and the general public.
- E. I hereby authorize IREM to obtain credit and other similar information on or about me, and IREM, its officers, members, employees, and agents may use such information in evaluating this application.
- F. I shall pay annual dues and fees as set by the IREM in order to retain my rights to use the ARM certification.
- G. I, for and on behalf of myself, and my heirs, assigns, administrators, and each of them waive and forever release all claims and demands, or causes of action and each of them, that I or they may have now or may in the future have against IREM, its members, its officers, councilors, employees, chapters, or others who may supply information or material to IREM, and each of them, for any act or omission of IREM, its members, its officers, councilors, employees, chapters, or any others and each of them including but not in any way limited to its or their acts or omissions in granting ARM membership in IREM, failing to grant ARM membership, or in censuring, suspending, expelling, or terminating such ARM membership.
- H. IREM shall take necessary and appropriate steps to verify all information provided on my ARM application.
- I. I hereby confirm that I am not a vendor, supplier, or service provider to the real estate industry.

© 2010 Institute of Real Estate Management. All rights reserved. IREM®, the IREM logo, CERTIFIED PROPERTY MANAGER®, CPM®, the CPM® key logo, ACCREDITED RESIDENTIAL MANAGER®, ARM®, the ARM® torch logo, ACCREDITED MANAGEMENT ORGANIZATION®, AMO®, the AMO® circle logo, Income/Expense Analysis®, Expense Analysis®, JPM® and MPSA® are registered marks of the Institute of Real Estate Management.



# ARM APPLICATION- INTERNATIONAL

Page 1 of 4

Please type or print clearly

First/Given Name	Middle Name/Patronimic	Last Name/Family Name	Gender <input type="checkbox"/> M <input type="checkbox"/> F	Date of Birth (Month/Day/Year)
Have you previously taken IREM courses? <input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, did you take any IREM course under another name? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, what name?		
Are you proficient in English? <input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, what is your level of proficiency: <input type="checkbox"/> Beginner <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Native		
Company (Employer) Name		Preferred Mailing Address (check one) <input type="checkbox"/> Company <input type="checkbox"/> Residence		
Company Address		Residence Address		
City/Postal Code		City/Postal Code		
Country		Country		
Company Phone Number ( ) ( )	Company Fax Number ( ) ( )	Residence Phone Number ( ) ( )	Residence Fax Number ( ) ( )	
Email:				

Name and Signature of Immediate Supervisor (If self-employed or unemployed, write N/A)	
Your signature verifies the accuracy of the information on this application as to the applicant's current responsibilities and your supervision of the applicant.	Name _____
	Signature _____
	Date _____
Dates you have supervised the applicant: From (Month/Year) _____ To (Month/Year) _____	

Signature of Applicant
Your signature: <ul style="list-style-type: none"> <li>• Verifies the accuracy of the information on this application.</li> <li>• Acknowledges that you have read the rules and regulations stated on page 2.</li> <li>• Confirms that your application is complete, in accordance with the checklist noted on page 2 of this application.</li> </ul> Signature _____ Date _____

When you are officially approved as an ARM, you will receive a gold ARM pin, a personally inscribed ARM certificate, and the IREM Code of Professional Ethics.	Your name <i>exactly</i> as it should appear on your ARM certificate: _____
--	--



**ARM APPLICATION-International**  
**Page 2 of 4**

Applicant Name

**Please answer the questions below.**

- Yes  No 1. Have you earned a high school diploma or equivalent?  
 Yes  No 2. Do you hold any of these certificates? CPM CAM RAM CRM  
 Yes  No 3. Have you earned a bachelor's or Master's degree in real estate or property management (major, minor, or concentration)

**Please answer the questions below.** If you answer "yes" to any of the questions, you must attach a separate detailed, written explanation.

- Yes  No 4. Have you ever been involved in a personal or business reorganization for the benefit of creditors or in bankruptcy proceedings as a debtor?  
 Yes  No 5. Have you ever been involved in either civil or criminal legal proceedings as a defendant in which there were allegations of fraud, misrepresentation, misappropriation of funds or property, etc?  
 Yes  No 6. Have you ever been refused bonding?  
 Yes  No 7. Have you ever been subject to disciplinary action by the Institute of Real Estate Management, any local member board of the NATIONAL ASSOCIATION OF REALTORS®, or any other professional association?  
 Yes  No 8. Have you ever had your real estate license suspended or revoked or otherwise been subject to disciplinary action by any real estate licensing agency?

**Application Checklist**

Your completed application should contain:

- The original pages 1 through 4 of the application, complete and typed or printed neatly. Keep an extra photocopy for yourself as well.  
 A separate written explanation if you answered "yes" to any of the questions listed above.  
 Three Letters of Recommendation in sealed envelopes.  
 The non-refundable application fee of 100 USD

**Please read these rules and regulations before signing and submitting the ARM application:**

In connection with IREM considering this application, I agree and understand that:

- A. All of the information provided by me is complete and correct to the best of my knowledge and belief. If I made or at any time make any statement with knowledge of its falsity, I understand that it shall be cause for denial of membership in the Institute. I further agree to submit to the jurisdiction of the IREM Ethics and Discipline Committee in the event that allegations of unethical or improper conduct arise during the pendency of this application.
- B. All additional information that may be needed by IREM shall be supplied by me upon request.
- C. I am of legal age in my state or province of residence.
- D. I shall conduct my property management activities in accordance with the ARM Code of Professional Ethics and shall also be bound by the bylaws and policies of IREM, as they are now or as they may be amended from time to time subsequent to this application, and the decisions of any IREM committee and the Governing Council affecting my membership in IREM.
- E. I agree that IREM may censure, suspend, expel, or otherwise terminate this membership, if granted, in accordance with IREM bylaws, policies, and item A above, and that IREM, its officers, members, employees, and agents may disclose its actions, in full or part, to the members of IREM and the general public.
- F. I hereby authorize IREM to obtain credit and other similar information on or about me, and IREM, its officers, members, employees, and agents may use such information in evaluating this application.
- G. I shall pay annual dues and fees as set by IREM.
- H. I, for and on behalf of myself, and my heirs, assigns, administrators, and each of them waive and forever release all claims and demands, or causes of action and each of them, that I or they may have now or may in the future have against IREM, its members, officers, councilors, agents, employees, chapters or others who may supply information or material to IREM, and each of them, for any act or omission of IREM, its members, officers, councilors, employees, chapters or any others and each of them including but not in any way limited to its or their acts or omissions in granting membership in IREM, failing to grant membership, or in censuring, suspending, expelling, or terminating such membership.
- I. The IREM chapter (or, if there is none, the regional vice president or other designated representative) shall be requested to verify all information herein provided.
- J. Upon acceptance as an ARM Member, portions of my annual ARM dues (in the amount of the current subscription rates) will be allocated for a subscription to the *Journal of Property Management*.
- K. My approval for the ARM certification, and thus approval as an ARM Member of IREM, will come when I meet all requirements and when my application and the approval process is complete.



**ARM APPLICATION-International**  
**Page 3 of 4**

Applicant Name

**Experience Report for *CURRENT* Position**  
 Use a new page each time your title, employer, portfolio, or job responsibilities changed.

1.1 Period From (Month/Year) \_\_\_\_\_ To (Month/Year) \_\_\_\_\_

1.2 Company Name \_\_\_\_\_

1.3 Company Address \_\_\_\_\_ 1.4 City/Postal Code/Country \_\_\_\_\_

1.5 Company Telephone (\_\_\_\_) \_\_\_\_\_ 1.6 Company fax (\_\_\_\_) \_\_\_\_\_

1.7 Your Title \_\_\_\_\_

1.8 Number of Employees Reporting Directly to You \_\_\_\_\_

1.9 Titles of Employees Reporting Directly to You \_\_\_\_\_

1.10 Name of Immediate Supervisor \_\_\_\_\_ 1.11 Supervisor's Telephone (\_\_\_\_) \_\_\_\_\_

1.12 Title of Immediate Supervisor \_\_\_\_\_

1.13 Portfolio That You Manage (Number of Units and Sites):

Units	Sites	Property Type	Units	Sites	Property Type
_____	_____	Apartments	_____	_____	Single-Family Homes
_____	_____	Condominiums or Cooperatives	_____	_____	Mobile Home Park Pads
_____	_____	Single-Room Occupancy Apartments (SRO)	_____	_____	Homeowners' or Condominium Associations
_____	_____	Rental Mobile Homes	_____	_____	Dormitory Units

1.14 Briefly describe your duties and responsibilities and the level of authority you hold over the properties managed. (Attach additional sheet only if necessary. Do not attach a resume/CV.)

1.15 Check the boxes below for every function you perform. You must be performing at least 12 of the functions.

- 1. Recommend or hire, manage and evaluate on-site personnel, either directly or through others.
- 2. Participate in identifying, developing and/or monitoring staffing requirements, job descriptions, human resource policies and training and development plans.
- 3. Decide which items or services for the property are to be purchased, solicit, negotiate or approve contracts for services, and approve payment of invoices.
- 4. Routinely perform property inspections and take appropriate action in accordance with established policies and procedures.
- 5. Establish or assist in maintaining and enforcing the property's operating policies and procedures and occupancy/usage guidelines.
- 6. Monitor and maintain the property's record-keeping system.
- 7. Oversee operation of building systems, supervise employees or monitor contractors who perform routine maintenance and repair work, and/or oversee or monitor planning and construction of resident improvements and replacements.
- 8. Schedule and monitor, or approve, preventive and routine maintenance programs for the property.
- 9. Implement and monitor energy use/conservation programs for the property.
- 10. Design, implement or approve resident retention, orientation and property familiarization programs.
- 11. Routinely communicate with residents of the property concerning level of service and other management matters and investigate and resolve resident complaints.
- 12. Develop and execute, or assist in developing and executing, a marketing plan for the property.
- 13. Administer the leasing and lease renewal process and/or negotiate, approve and/or execute leases.
- 14. Prepare, market and show leasable space.
- 15. Analyze market conditions and recommend or approve the property's rental rates.
- 16. Develop and/or implement a risk management program for the property.
- 17. Participate in designing or implementing life-safety and emergency preparedness programs for the property.
- 18. Ensure the property's compliance with government and environmental regulations and/or act as liaison with government or social agencies on issues relating to residents of the property and/or the property's conditions.
- 19. Recommend and/or initiate legal actions for violations of leases, contracts or governing documents, including but not limited to evictions and filing of liens.
- 20. Process and/or monitor property payables.
- 21. Process and/or monitor property collections, including the handling of property receipts and bank deposits.
- 22. Prepare, implement and monitor annual property budgets.
- 23. Determine goals and objectives of the property owner.
- 24. Identify and recommend alternative sources of income for the property and implement programs accordingly.
- 25. Fulfill the company's contractual obligations to clients and take direction from from clients and appointed officers as assigned.



**ARM APPLICATION-International**  
**Page 4 of 4**

Applicant Name

**Experience Report for PREVIOUS Position**  
 Use a new page each time your title, employer, portfolio, or job responsibilities changed.

1.1 Period From (Month/Year) \_\_\_\_\_ To (Month/Year) \_\_\_\_\_

1.2 Company Name \_\_\_\_\_

1.3 Company Address \_\_\_\_\_ 1.4 City/Postal Code/Country \_\_\_\_\_

1.5 Company Telephone (\_\_\_\_) \_\_\_\_\_ 1.6 Company fax (\_\_\_\_) \_\_\_\_\_

1.7 Your Title \_\_\_\_\_

1.8 Number of Employees Reporting Directly to You \_\_\_\_\_

1.9 Titles of Employees Reporting Directly to You \_\_\_\_\_

1.10 Name of Immediate Supervisor \_\_\_\_\_ 1.11 Supervisor's Telephone (\_\_\_\_) \_\_\_\_\_

1.12 Title of Immediate Supervisor \_\_\_\_\_

1.13 Portfolio That You Manage (Number of Units and Sites):

Units	Sites	Property Type	Units	Sites	Property Type
_____	_____	Apartments	_____	_____	Single-Family Homes
_____	_____	Condominiums or Cooperatives	_____	_____	Mobile Home Park Pads
_____	_____	Single-Room Occupancy Apartments (SRO)	_____	_____	Homeowners' or Condominium Associations
_____	_____	Rental Mobile Homes	_____	_____	Dormitory Units

1.14 Briefly describe your duties and responsibilities and the level of authority you hold over the properties managed. (Attach additional sheet only if necessary. Do not attach a resume/CV.)

1.16 Check the boxes below for every function you perform. You must be performing at least 12 of the functions.

- 1. Recommend or hire, manage and evaluate on-site personnel, either directly or through others.
- 2. Participate in identifying, developing and/or monitoring staffing requirements, job descriptions, human resource policies and training and development plans.
- 3. Decide which items or services for the property are to be purchased, solicit, negotiate or approve contracts for services, and approve payment of invoices.
- 4. Routinely perform property inspections and take appropriate action in accordance with established policies and procedures.
- 5. Establish or assist in maintaining and enforcing the property's operating policies and procedures and occupancy/usage guidelines.
- 6. Monitor and maintain the property's record-keeping system.
- 7. Oversee operation of building systems, supervise employees or monitor contractors who perform routine maintenance and repair work, and/or oversee or monitor planning and construction of resident improvements and replacements.
- 8. Schedule and monitor, or approve, preventive and routine maintenance programs for the property.
- 9. Implement and monitor energy use/conservation programs for the property.
- 10. Design, implement or approve resident retention, orientation and property familiarization programs.
- 11. Routinely communicate with residents of the property concerning level of service and other management matters and investigate and resolve resident complaints.
- 12. Develop and execute, or assist in developing and executing, a marketing plan for the property.
- 13. Administer the leasing and lease renewal process and/or negotiate, approve and/or execute leases.
- 14. Prepare, market and show leasable space.
- 15. Analyze market conditions and recommend or approve the property's rental rates.
- 16. Develop and/or implement a risk management program for the property.
- 17. Participate in designing or implementing life-safety and emergency preparedness programs for the property.
- 18. Ensure the property's compliance with government and environmental regulations and/or act as liaison with government or social agencies on issues relating to residents of the property and/or the property's conditions.
- 19. Recommend and/or initiate legal actions for violations of leases, contracts or governing documents, including but not limited to evictions and filing of liens.
- 20. Process and/or monitor property payables.
- 21. Process and/or monitor property collections, including the handling of property receipts and bank deposits.
- 22. Prepare, implement and monitor annual property budgets.
- 23. Determine goals and objectives of the property owner.
- 24. Identify and recommend alternative sources of income for the property and implement programs accordingly.
- 25. Fulfill the company's contractual obligations to clients and take direction from clients and appointed officers as assigned.

# CONFIDENTIAL LETTER OF RECOMMENDATION

Applicant for ARM® Certification • Institute of Real Estate Management

Applicant Name
Address/Postal Code/Country

<b>To the applicant:</b> Insert your name and address immediately above. Give a form and an envelope to each person whom you ask to serve as a reference, asking him or her to follow the directions carefully.	<b>To the individual completing this form:</b> The person whose name appears above has applied to become an ACCREDITED RESIDENTIAL MANAGER® with the Institute of Real Estate Management. Please answer the questions below in as specific and candid a manner as possible. When complete, place the form in an envelope, seal the envelope, sign your name across the seal, and return it to the applicant. Your signature across the seal ensures that the reference is confidential.	Completing this recommendation is a qualified privilege which attaches and absolves you and the Institute of liability, provided your communication is made in good faith and is limited to the issue at hand. You can be assured that the applicant will not have access to this letter unless you grant IREM® written permission to do so or if IREM® is compelled to do so by subpoena or court order.
--	--	---

Name of Person Completing This Form	Daytime Telephone Number (      )
Company/Organization	Position/Job Title

Address	
---------	--

City/Postal Code	Country
------------------	---------

I am (check all that apply):

<input type="checkbox"/> A CPM®	<input type="checkbox"/> A colleague
<input type="checkbox"/> An ARM®	<input type="checkbox"/> A client or former client of the applicant
<input type="checkbox"/> A current or former supervisor of the applicant, from (month/year) _____ to (month/year) _____	<input type="checkbox"/> A resident of the applicant's property
The applicant's job title during this period was: _____	<input type="checkbox"/> Other:

How long have you known the applicant?
--

Under what circumstances have you known the applicant?
--

How would you describe the applicant's moral character, integrity, and sincerity of commitment to real estate management as a profession?
---

If you are a current or former supervisor, how do you rate the applicant's ability as a real estate manager?
--

Additional comments:
----------------------

I <input type="checkbox"/> can or <input type="checkbox"/> cannot recommend this applicant for participation in the ARM® program.
---

Signature	Date
-----------	------