



OPPORTUNITIES KNOCK

A career resource for community association management at every professional stage.



WHAT IS A COMMUNITY ASSOCIATION?

We get that question all of the time. Community associations are planned communities—think of condominiums, homeowners associations, and housing cooperatives. For many homeowners in community associations, their homes represent the single-biggest investment they will make in their lifetimes. That fact alone gives them a substantial vested interest in their community.

WHAT IS A COMMUNITY ASSOCIATION MANAGER?

A smart, talented, jack-of-all-trades (just like yourself) who is critical to a community's success. The job of the manager is part financial management, urban planning, facilities maintenance, community development, volunteer management, and project management. If you have excellent people skills, strong communication skills, and the ability to collaborate and solve problems, you have what it takes to succeed as a manager.

It sounds like a big job, but don't worry. Education and certification programs through Community Associations Institute and the Community Association Managers International Certification Board provide the training you need to build your resume and start a career in community association management.

A GROWING CAREER FOR A GROWING INDUSTRY

Community association management is a young profession that has experienced staggering growth since its beginning just over 50 years ago. According to U.S. government reports, in 1970, there were approximately 10,000 community associations. By 2025, that number has grown to more than 373,000 community associations, home to nearly 77 million people. Housing construction statistics show common interest developments are the fastest-growing segment of residential home construction, and rapid growth is expected to continue. Those numbers impress us every day. Ready to get started?



COMMUNITY ASSOCIATION MANAGEMENT...

... IS A WELCOMING PROFESSION.

Whether someone is entering the job market for the first time, looking to switch industries, or is an established professional seeking a career change, community management can be a good fit for individuals with varying knowledge, skills, and qualifications.

According to the U.S. Department of Labor's Bureau of Labor Statistics *Occupational Outlook Handbook*, people with a high school diploma or equivalent degree can pursue entry-level positions in community association management, and the profession requires less than five years of experience in a related occupation. Job prospects are even greater for those who hold both a college degree and a professional certification.

Professionals who previously worked in apartment management, hospitality and tourism, real estate, military, education, and more often have rewarding careers in community management.

... HAS PLENTIFUL OPPORTUNITIES.

Since the 1970s, growth in the community association housing model has been exponential. There are around 373,000 community associations in the U.S. as of 2024, according to estimates from the Foundation for Community Association Research. Roughly 3,000-4,000 new homeowners associations and condominiums are built each year—many needing professional management.

The demand for professional community management is outpacing the number of individuals entering the profession. Community association management companies are seeking creative ways to find talent and increase the pipeline of community managers.

According to published surveys of management companies executives and hiring managers by the Foundation:

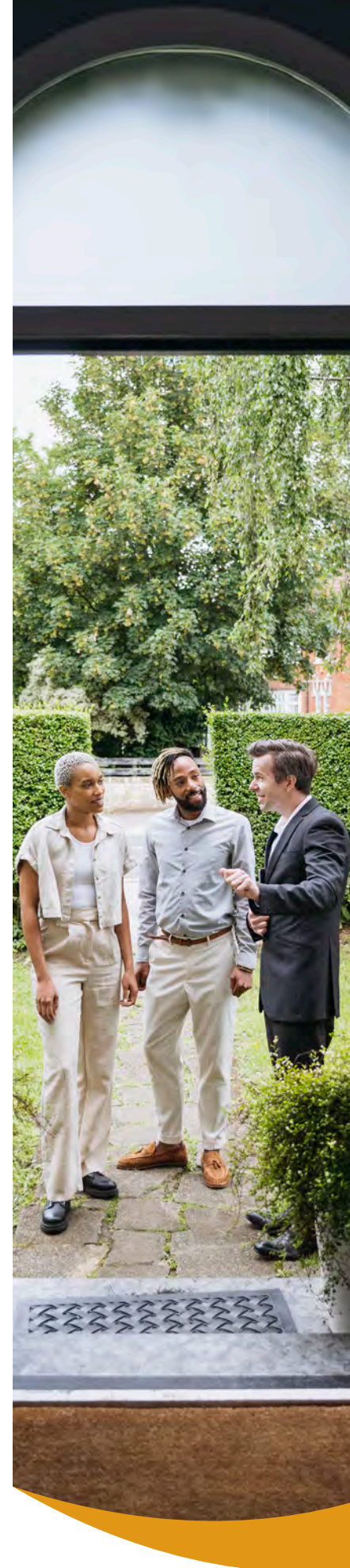
| 97% | believe there is a shortage of community managers.

| 63% | report they have current openings for community managers.

| 59% | say they have between two and six open positions.

... HAS A BROAD JOB MARKET.

Community associations can be found in the biggest cities to the most picturesque island getaways. California and Florida each have more than 50,000 communities up and down their coasts, according to estimates from the Foundation. Texas, Illinois, North Carolina, and New York each have more than 14,000 associations. There are thousands of homeowners associations and condominiums in just about every state. International opportunities are available as well—from Canada and South America to the Middle East, South Africa, and Australia.



COMMUNITY ASSOCIATION MANAGEMENT...

... OFFERS LONG-TERM JOB SECURITY.

Long-term job security has frequently been attributed to community management, especially during times of economic uncertainty. According to a recent survey of community association managers conducted by the Foundation, the perceived job stability was the main draw for entering the profession.

... IS KNOWN FOR ITS DAILY VARIETY.

Having multiple responsibilities, among other factors, is significant in community association managers' overall sense of satisfaction—and may contribute to longevity in the profession. According to the Foundation's manager survey:

- **Solving problems is listed as the main contributor to job satisfaction of community managers, followed by variety in their tasks each day, and helping people.**
- **Community managers want to be able to improve the communities they serve, both in appearance and financially.**
- **The opportunity to lead contributes to their overall satisfaction.**

... HAS TREMENDOUS EARNING POTENTIAL.

Depending on years and type of experience, those new to the profession might start as assistant community managers or portfolio managers who oversee multiple communities with salaries that average \$52,000 and \$60,000, according to preliminary results from the Foundation's *2024 Community Association Manager Compensation and Salary Survey*. Managers with more experience might move into on-site (\$87,000), high-rise (\$118,500), or large-scale community roles (\$141,279). Community association management company executives frequently earn more than \$100,000 annually.

Salaries and bonuses often depend on scope of responsibilities, years of experience, number of direct reports, performance, productivity, financial results, and professional designations earned.

Community association managers frequently start by earning the Certified Manager of Community Associations credential from the Community Association Managers International Certification Board. These managers average \$95,000 annually.

Those who go on to achieve more advanced designations from Community Associations Institute earn even more. Managers average \$103,000 with the Association Management Specialist designation, \$125,000 with the Professional Community Association Manager designation, and \$182,000 with the Large-Scale Manager designation.

... IS YOUR NEXT CAREER.

Opportunities Knock serves as a guide for those interested in learning about the profession and deciding if it's the right career path for them. Open the door to find an overview of the community manager's responsibilities, desired traits, and transferable skills.

Job seekers also will find a collection of profiles of community managers who have successfully transitioned from other industries and backgrounds.

In addition, community association volunteers sometimes jump to the professional side of the community. Those considering that change can learn about what it takes in "Help Wanted," an article reprinted from *Common Ground*[™] magazine, the flagship publication of CAI (see p. 14).



JOB RESPONSIBILITIES

A community association manager's role is to implement the policies set by the board of directors, oversee operations, services, and programs as laid out in the contract with the association, and provide information and advice to assist board members in their decision-making.

There are a few general areas in which community association managers perform tasks. Managers of small associations may only perform some of these functions while large-scale community managers may perform all of them with the help of staff members.

FINANCIAL OPERATIONS

- Bill and collect assessments.
- Pay bills.
- Prepare the payroll for on-site personnel.
- Draft financial reports and budgets.
- Maintain and monitor reserve study and reserve funding plans for community property.
- Maintain financial records.
- Prepare, implement, and oversee the association's annual budget, subject to the board's approval.
- Keep the board regularly informed of the association's fiscal, financial, and operational health.

ADMINISTRATIVE DUTIES

- Organize and attend annual meetings, board meetings, and committee meetings.
- Maintain the membership roster, records, and files.

- Prepare and process home resale information.
- Draft and distribute resident information packets.
- Write, prepare, and distribute the printed or electronic newsletter and special mailings.
- Conduct community relations.
- Prepare board orientation packets.
- Review standard operating procedures.
- Conduct an inventory of association property.
- Provide after-hours response and emergency service if there is a threat to life or the association property.
- Record and process work orders.
- Assist the board in the hiring, firing, and supervising of on-site personnel and service providers.
- Negotiate all association contracts, subject to the board's approval.

BUILDING MAINTENANCE AND GROUNDS UPKEEP

- Oversee building maintenance such as managing and monitoring a plan that includes regular cleaning, plumbing, and painting.
- Coordinate grounds upkeep services including landscaping, maintenance of recreational facilities, snow removal, trash collection, and street sweeping.
- Provide periodic grounds inspection reports.
- Monitor the work of on-site employees and service providers who often perform these services.
- Ensure compliance with architectural guidelines and design covenants.

A COMMUNITY MANAGER'S LIST OF RESPONSIBILITIES CAN BE EXTENSIVE, BUT THERE ARE CERTAIN ASPECTS THAT ARE OUT OF THEIR SCOPE OF AUTHORITY. HERE IS WHAT ASPIRING MANAGERS SHOULD KEEP IN MIND ABOUT THEIR ROLE:

- The manager is trained to deal with conflict but typically will not get involved in homeowner disputes unless association rules are being violated.
- While the manager works closely with the board, he or she is an advisor—not a member of the board.
- The community manager is available to residents and can answer questions, but he or she is not the board's information officer.
- The manager is responsible for monitoring service providers' performance but not supervising them. Any issues will be brought to the board by the manager to decide how to proceed under the terms of the contract.
- The manager inspects the community regularly but cannot be expected to catch every maintenance issue.
- The manager does not set policy. That is done by the board of directors.
- The manager has a broad range of expertise and may offer opinions but will not give technical advice in areas where he or she is not qualified.



DESIRED SKILLS AND QUALITIES

The best community association managers possess a robust skill set to help them succeed in their role. They have excellent relational skills as they work closely with residents, board members, and business partners, are able to communicate effectively, demonstrate attention to detail, and thrive on a variety of tasks.

The U.S. Bureau of Labor Statistics lists some important skills that community managers should have to excel in their work:

COMMUNICATION. Managers must understand contracts and real estate documents to clearly explain the materials and answer questions raised by residents or board members.

CUSTOMER SERVICE. Managers must provide excellent customer service to keep homeowners happy and expand their business with new clients.

INTERPERSONAL. Because community association managers interact with people every day, they must have excellent interpersonal skills.

LISTENING. Managers must listen to and understand residents to meet their needs.

ORGANIZATIONAL. Managers must be able to plan, coordinate, and direct multiple service providers at the same time, often for multiple properties.

PROBLEM-SOLVING. Community association managers must be able to solve a wide variety of problems between residents, homeowners, and board members and know when to contact experts for help.

In addition, exhibiting certain qualities can help job seekers stand out to employers, whether it's a community association management company or a board of directors. In a 2016 Glassdoor.com article, career counselor Heather Huhman notes that the most valuable qualities for any professional are integrity, leadership, likability, flexibility, and coachability.

INTEGRITY. This means being able to take accountability and owning up to mistakes. During a job interview, speak briefly about a past defeat but elaborate how you recovered from the setback. Taking ownership for previous mistakes and communicating how you resolved an issue demonstrates problem-solving skills.

LEADERSHIP. Employers value workers who serve as an inspiration to others and are able to lead effectively. Beyond stating that you're a team player, talk about a project that you directed or a time when you stepped up to lead. Show evidence or data to back up your statements and include references who can vouch for your leadership qualities.

LIKABILITY. Positive relationships at work—especially with coworkers—can be beneficial to your likability. As with leadership qualities, having references to vouch for your friendly demeanor can help you stand out as an ideal candidate.

FLEXIBILITY. Sometimes it's important to step up and lend a hand to help meet a crucial deadline or achieve an important goal. Draw attention to a time when you worked on a task or project outside of your job description or when you took on additional responsibilities.

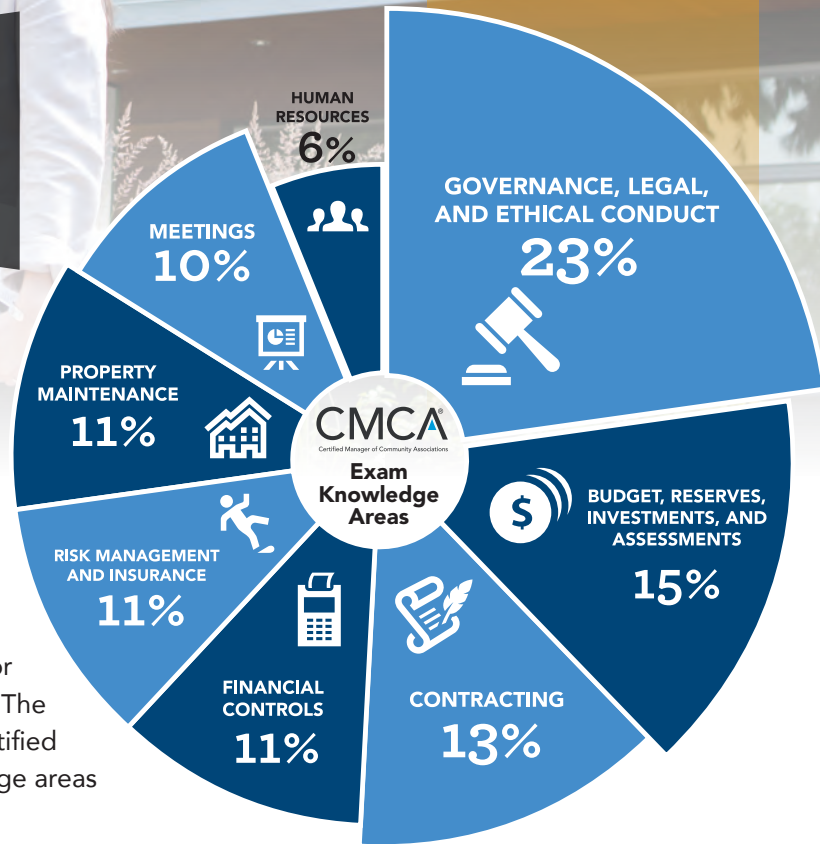
COACHABILITY. No matter the job, it's important to show a willingness to learn and build upon your knowledge, skills, and qualifications. If you've sought continuing education or professional development opportunities, that can show your employer a desire to improve and grow in your potential role.



Managers who obtain CMCA certification can expect to earn 20% more than noncredentialed community association managers.

SETTING THE STANDARD FOR THE PROFESSION

Every three to five years, the Community Association Managers International Certification Board conducts a job analysis that examines the current state of the community association management profession around the world—the responsibilities of a professional manager and the knowledge, skills, and abilities required to fulfill those responsibilities. The job analysis helps define the knowledge areas required to perform successfully as a community association manager and provides a benchmark for updating the exam blueprint for the Certified Manager of Community Associations exam. The most recent CMCA job analysis, conducted in 2017, identified more than 100 relevant tasks organized into the knowledge areas represented in the figure at right.



» The full list of relevant tasks may be found online in the [CMCA Handbook](http://www.camca.org). www.camca.org

OBTAINING THE CMCA CREDENTIAL IS AS EASY AS 1-2-3!

COMMUNITY MANAGERS INTERESTED IN OBTAINING THE CMCA CREDENTIAL CAN DO SO BY FOLLOWING THESE THREE STEPS.

- STEP ①** Fulfill at least one prerequisite requirement:
 - OPTION 1: EDUCATION.** Complete and pass one prerequisite course on community association management.
 - OPTION 2: EXPERIENCE.** If you have at least five years experience as a community association manager, you may receive a one-time waiver of the prerequisite course. The experience must be as a community association manager—not as an assistant manager. If you do not successfully pass the examination the first time, you will be required to take the prerequisite course prior to retaking the examination.
 - OPTION 3: LICENSE OR CREDENTIAL.** Hold an active Arizona CAAM, California CCAM, Florida CAM, Illinois CAM, or Nevada CAM
- STEP ②** Complete and submit the online application for the CMCA examination.
- STEP ③** Successfully pass the CMCA examination.

MAKING THE MOVE TO COMMUNITY MANAGEMENT

Are you coming from a different field or career and aren't sure which attributes are transferable to community association management? Below is a list of professions and industries with skills or traits that can benefit you on your path to entering the profession.

APARTMENT MANAGER

- Effective communication
- Responsive customer service
- Exceptional organizational skills
- Budget management
- Marketing expertise
- Multitasking
- Builds and maintains interpersonal relationships
- Critical thinking
- Approachableness
- Proper time management
- Computer literacy

ASSOCIATION BOARD LEADER

- Nonprofit leadership
- Effective communication
- Financial understanding and oversight
- Community outreach
- Initiative and determination

EDUCATION/TEACHING

- Sociable
- Ability to lead
- Exceptional organizational skills
- Respectfulness
- Teamwork
- Effective communication
- Adaptability
- Builds and maintains interpersonal relationships
- Creativity
- Self-evaluation
- Patience
- Emotional intelligence
- Confidence
- Dedication
- Sense of humor
- Approachableness

HEALTH CARE

- Critical thinking
- Effective communication
- Attention to detail
- Builds and maintains interpersonal relationships
- Ability to lead
- Technical knowledge
- Flexibility
- Active listener
- Coordination and collaboration
- Good judgment
- Informed decision-making

HOSPITALITY/TOURISM

- Responsive customer service
- Cultural awareness
- Effective communication
- Multitasking
- Strong work ethic
- Multilingual proficiency
- Teamwork
- Problem-solving
- Attention to detail

MILITARY

- Effective communication
- Flexibility
- Efficient planning
- Problem-solving
- Technical knowledge
- Integrity
- Teamwork
- Ability to lead

REAL ESTATE

- Effective communication
- Integrity and ethics
- Negotiation capability
- Familiarity with applicable laws and regulations
- Persistence

- Ambition
- Responsiveness
- Problem-solving
- Flexibility
- Active listener
- Exceptional organizational skills

RETAIL/COMMERCE

- Responsive customer service
- Effective communication
- Cultural and commercial awareness
- Working under pressure
- Teamwork
- Proper time management
- Problem-solving
- Initiative
- Attention to detail
- Responsibility

STUDENT

- Critical thinking
- Problem-solving
- Coordination and collaboration
- Leading by example
- Adaptability
- Initiative
- Effective oral and written communication
- Information analysis
- Curiosity and imagination

TECHNOLOGY PROVIDER

- Customer support
- Critical thinking
- Proper time management
- Troubleshooting capability
- Reliability
- Project management
- Exceptional organizational skills
- Effective communication



START YOUR CAREER IN COMMUNITY ASSOCIATION MANAGEMENT TODAY!

STEP ① **Enroll and complete CAI's M-100: The Essentials of Community Association Management course.**

This comprehensive community association management course provides a practical overview for new managers, an essential review for veteran managers, and an advanced course for board members. Successful completion of the M-100 can be the first step toward earning the CMCA credential.

STEP ② **Earn your CMCA credential.**

The CMCA is the only international certification program designed exclusively for managers of homeowners and condominium associations as well as housing cooperatives. The CMCA recognizes individuals who have demonstrated the fundamental knowledge required to manage community associations. Learn more at www.camibc.org. Separate application and fee required.

STEP ③ **Experience the CAI community.**

Expand your network to professionals from around the country and the world. Networking opportunities are important to your success. Update your LinkedIn profile with CAI membership, join the CAI LinkedIn group, and watch your network expand. Visit CAI's Career Center to post your resume and search for jobs: www.caionline.org/CAICareerCenter. Or, visit CAI's Professional Services Directory for access to management company CEOs, and send them your resume to let them know you are interested in a career: directory.caionline.org.

LEARN MORE ABOUT BECOMING A COMMUNITY ASSOCIATION MANAGER.

COMMUNITY ASSOCIATION MANAGERS INTERNATIONAL CERTIFICATION BOARD. CAMICB's purpose is to ensure that community association managers practice with professionalism, integrity, and knowledge. CAMICB administers the Certified Manager of Community Associations (CMCA®) credential, the only internationally accredited certification program in the field. The individuals who earn the CMCA have demonstrated essential skills for managing community associations. Management companies and community associations hiring community managers often look for candidates who have earned the CMCA or who are willing to earn it upon hiring. www.camicb.org.

CAREER RESOURCES. Gain a strategic roadmap for your career as a community association manager. Whether you're new to community associations or have years of experience, CAI can offer you numerous opportunities for professional growth and education. If you're curious about the profession or looking to increase your skills and opportunities as a community manager, CAI's additional resources include a description of community manager job responsibilities, education, credentials, and networking opportunities. Visit www.caionline.org/communitymanagers.

JOB MARKET. CAI's job board is the number one resource highly qualified professionals use to both find and seek high-profile community association management career opportunities. Job seekers have access to thousands of jobs in the community association management industry worldwide. Visit jobs.caionline.org.



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CREDITS

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ABOUT COMMUNITY ASSOCIATIONS INSTITUTE

Since 1973, Community Associations Institute has been the leading provider of resources and information for homeowners, volunteer board leaders, professional managers, and business professionals in the more than 355,000 homeowners associations, condominiums, and housing cooperatives in the United States and millions of communities worldwide. With more than 42,000 members, CAI works in partnership with 36 legislative action committees and 64 affiliated chapters within the U.S., Canada, South Africa, and the United Arab Emirates as well as with housing leaders in several other countries, including Australia, Spain, and the United Kingdom. A global nonprofit 501(c)(6) organization, CAI is the foremost authority in community association management, governance, education, and advocacy. Our mission is to inspire professionalism, effective leadership, and responsible citizenship—ideals reflected in community associations that are preferred places to call home. Visit www.caionline.org.

ABOUT THE FOUNDATION FOR COMMUNITY ASSOCIATION RESEARCH

Our mission—with your support—is to provide research-based information for homeowners, association board members, community managers, developers, and other stakeholders. Since the Foundation's inception in 1975, we've built a solid reputation for producing accurate, insightful, and timely information, and we continue to build on that legacy. Visit foundation.caionline.org

ABOUT COMMUNITY ASSOCIATION MANAGERS INTERNATIONAL CERTIFICATION BOARD

CAMICB was founded in 1995 as an independent nonprofit certification board that administers the Certified Manager of Community Associations—The Essential Credential.™ CAMICB is the professional accreditation body for more than 20,000 community association managers worldwide. CMCA credential holders manage condominium and homeowners associations, housing cooperatives, resort communities, and commercial tenant associations.

The CMCA credential is the only certification for managers that is accredited. In fact, it is the only certification for managers that is accredited for meeting U.S. and international standards for certification bodies. The National Commission for Certifying Agencies accredits the CMCA program for meeting its U.S.-based standards for credentialing bodies. The ANSI National Accreditation Board accredits the CMCA program for meeting the stringent requirements of ISO/IEC 17024 Standard, the international standards for certification bodies. The program's dual, third-party accreditation represents compliance with rigorous standards for developing, delivering, and maintaining a professional credentialing program and is an assurance that the CMCA program is valid and reliable. Third-party accreditation greatly enhances the legal defensibility of the credential and underscores an organizational commitment to quality and continuous improvement. It is a differentiator and is what makes the CMCA—The Essential Credential.™



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www.caionline.org

6402 Arlington Blvd., Suite 500
Falls Church, VA 22042



caisocial



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