

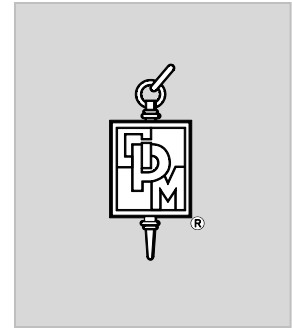


IREM Institute of Real Estate Management

CPM[®] – CERTIFIED PROPERTY MANAGER[®]

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





About the CPM Designation

The CPM[®] – CERTIFIED PROPERTY MANAGER[®] designation – is awarded to those who meet the standards set by the Institute of Real Estate Management (IREM[®]) for real estate management professionals, including property managers, asset managers, and portfolio managers. The CPM is the only real estate management credential covering all asset classes – residential, commercial, retail, and industrial. It is granted by IREM to those real estate managers who meet stringent requirements in the areas of:

- ✓ Education
- ✓ Examinations
- ✓ Management Plan
- ✓ Experience
- ✓ Ethics

The CPM designation carries with it a host of member benefits aimed at advancing your career.

- The CPM designation comes with 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 CPM education requirement can be completed through one of these three options:

Option 1. IREM Courses

Most applicants complete the education requirement by taking a series of courses covering the full property management curriculum.

- “Marketing and Leasing: Retail Properties” (MKL404) or “Marketing and Leasing: Multifamily Properties” (MKL405) or “Marketing and Leasing: Office Buildings” (MKL406)
- “Human Resource Essentials for Real Estate Managers” (HRS402)
- “Property Maintenance and Risk Management” (MNT402)
- “Investment Real Estate: Financial Tools” (FIN402)
- “Investment Real Estate Financing and Valuation – Part One” (ASM603)
- “Investment Real Estate Financing and Valuation – Part Two” (ASM604)
- “Investment Real Estate Financing and Valuation – Part Three” (ASM605)

For more about the required courses and delivery formats, see pages 8 and 9.

Option 2. Other Designations

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

- CCIM – through the CCIM Institute
- CSM – through International Council of Shopping Centers (ICSC)
- PCAM – through Community Associations Institute (CAI)
- RPA – through Building Owners and Managers Institute (BOMI)

Option 3. College Education

The third option for meeting the education requirement is to hold an undergraduate or graduate degree in real estate or property management (e.g., major, minor, or other concentration) from an accredited college or university. Documentation confirming the degree from a college or university is required.

CPM Certification Exam

The CPM certification exam measures the knowledge required to meet the standards set by IREM for a professional property manager. Passing the CPM certification exam with a score of at least 70% is required to earn the CPM designation. The exam can be taken in a classroom setting or through an arranged proctor.

The 150-question exam covers these competency areas:

- Financial operations and asset management
- Human resource management
- Legal and risk management
- Maintenance and operations
- Marketing and leasing

Management Plan

IREM requires that all CPM applicants understand the components and importance of a property management plan and how to prepare one. The management plan

requirement can be completed in one of two ways: (1) the Management Plan Skills Assessment (MPSA) program or (2) the independent management plan program.

Option 1 – Management Plan Skills Assessment (MPSAXM). This is a classroom-only four-day examination-based program that includes two days of instruction followed by a two-day examination. The MPSA is graded and a passing score must be received.

Option 2 – Independent Management Plan (MPIND). This is an independent home-study option where the student receives detailed material on how to prepare a property management plan, then writes a plan on an actual property. The management plan will be graded and a passing score must be received.

Ethics

CPM 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.
- Successful completion of the course “Ethics for the Real Estate Manager” (ETH800) and passing the exam at the end of the course.

Experience

Experience is a critical component of the CPM designation. The CPM experience requirement is met by:

- Having at least three years of property management experience,
- For each year of reported experience, managing a minimum size portfolio (see minimum portfolio in the chart on the next page), and
- Performing at least 17 of the 35 functions IREM uses to define a real estate manager (these functions are listed on the CPM application).

Other

Additional requirements for the CPM designation are as follows:

- **Real estate license** – If you are required by law to hold a real estate license to perform your position in your country or jurisdiction, then you must submit a copy of a valid real estate license to show that you are in compliance with all licensing laws and regulations. If you are not required by law or regulation to hold a real estate license, then no license is required and you should report this on your CPM application.
- **References** – You must submit three letters of reference. At least two of these letters must be from other CPM members or from current or former clients or from current or former employers. Instructions for submitting these letters of reference on a confidential basis are provided below.

- **Application** – You must submit a complete CPM application together with the application fee. The application must be submitted in English.
- **Application fee** – The application fee is \$250, payable in US dollars; this fee includes the first calendar year’s membership dues.

Type of Property	Minimum Management Portfolio for Experience Credit
<i>Residential:</i> apartments, condominiums, homeowner’s associations, mobile homes, mobile home parks, single-family homes, hotels, and motels	If 1 site, at least 300 units If 2-4 sites, at least 200 units If 5+ sites, at least 100 units
<i>Commercial:</i> office buildings, retail buildings, shopping centers, multi-tenant industrial property, research and development properties, and self-storage centers	If 1 site, at least 120,000 square feet/11,000 square meters If at 2+ sites, at least 80,000 square feet/7,500 square meters
<i>Industrial:</i> single-tenant industrial space	At least 200,000 square feet/18,500 square meters
<i>Mixed Portfolio</i>	A combination of residential, commercial, and/or industrial that together equals the minimum For example, this mixed portfolio would qualify for credit: Residential: 150 units at 1 site = 50% of residential minimum Commercial: 4000 square meets at 2 sites = 53% of commercial minimum Mixed portfolio exceeds 100% of minimum

Applying for CPM Designation

You can apply for the CPM designation 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 exams.

When IREM receives your CPM application:

- If you meet all of the CPM requirements, you will be officially approved as a CPM and a member of the Institute of Real Estate Management (See CPM Approval below.)
- If you do not yet meet all of the CPM requirements, you will become a CPM Candidate. CPM Candidacy is a form of IREM membership for those working toward the CPM designation. CPM Candidacy entitles you to many of the benefits of the CPM membership. It also entitles you for the member tuition (a 20% discount) when you take the IREM courses. As a CPM Candidate, you will be asked to pay annual candidate dues.
- Once you become an IREM member, you will receive an IREM ID number allowing you to access many benefits online through the members-only section of www.irem.org.

CPM Approval

After completing all of the CPM requirements, you will be officially granted your CPM designation:

- You become a designated member of IREM.
- You will receive official notification of your approval by mail from IREM Headquarters in Chicago, Illinois, USA.
- You will receive a CPM certificate, IREM code of professional ethics, and a CPM pin and you will be assigned your official CPM key number.
- You will receive all benefits of IREM membership, including access to IREM’s website, www.irem.org, as well as a host of other services and support materials.

The CPM designation is a membership designation, and all CPM Members are expected to pay annual fees (“membership dues”) to maintain their membership and the right to use the CPM designation.

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, as well as IREM FIRST, 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*.
- For CPM members, one of IREM’s research studies produced annually on the income and expenses of operating a property.
- 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 a CPM designee.

Submitting the CPM Application

Follow these steps in completing the CPM application:

Page 1 of the application – Complete all of the questions on this page. If you have a real estate license (question 17), enclose a copy with your application. If you are not required to have a license, note this. Be sure to have your supervisor sign the application (18-1) and sign it yourself (18-2). 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 11 of this document.

Page 2 of the application – Complete questions 19 and 20 only if you want to become a CPM using a college degree or another designation. All applicants must complete questions 21 and 22.

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 17 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 other CPM members, from 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; the envelope should be sealed and signed on the back and submitted unopened with your application.

When it is complete, mail the application to:

International CPM 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

Web: www.irem.org

CPM Application Checklist

- Completed application form in English– be sure to keep a copy for your own records
- Any supporting documents required, including real estate license
- Three confidential letters of recommendation unopened in their envelopes
- The application fee of \$250 USD payable in US dollars. This includes the first calendar year's membership dues.

CPM Designation Requirements

Education <i>Select one of these three options</i>		
<i>Option 1</i> <ul style="list-style-type: none"> • MNT402 • HRS402 • MKL404, MKL405, or MKL406 • FIN402 • ASM603 • ASM604 • ASM605 	<i>Option 2</i> Have and hold at the time of application an RPA, CCIM, CSM, or PCAM	<i>Option 3</i> Have an undergraduate or graduate degree (e.g., major, minor, or concentration) in real estate or property management
Management Plan <i>Select one of these two options</i>		
<i>Option 1</i> Write a management plan on an actual property and receive a passing score (MPIND)	<i>Option 2</i> Attend the MPSAXM classroom offering and pass the management plan skills assessment	
Examination Pass CPM certification exam <i>Although not required, a CPM Certification Exam Preparation Seminar (CPM001) is available and is recommended prior to taking the exam</i>		
Experience 3 years (36 months) property management experience as defined by IREM		
Ethics Complete ETH800 course and pass exam Agree to uphold the IREM Code of Professional Ethics		
Application Submission <input type="checkbox"/> Completed application <input type="checkbox"/> Application fee <input type="checkbox"/> Three letters of recommendation <input type="checkbox"/> Real estate license if applicable <input type="checkbox"/> All other supplementary documents		
Ongoing Requirements <input type="checkbox"/> Pay annual membership dues to IREM Headquarters - \$250 <input type="checkbox"/> Adhere to the IREM Code of Professional Ethics		

Course Delivery Options

Course Options	Delivery Formats
FIN402 – Investment Real Estate: Financial Tools (requires HP10BII calculator)	<ul style="list-style-type: none"> • Classroom – all are 2 days except ASM605, which is 1 day • Online • Home study
HRS402 – Human Resource Essentials for Real Estate Managers	
MNT402 – Property Maintenance and Risk Management	
MKL405 – Marketing and Leasing: Multifamily Properties	
ASM603-Commercial Real Estate Financing and Valuation (Part One)	
ASM604- Commercial Real Estate Financing and Valuation (Part Two)	
ASM605- Cash Flow Analysis: Practical Applications	
MPSAXM – Management Plan Skills Assessment	<ul style="list-style-type: none"> • Classroom – 4 days
MPIND – Independent Management Plan	<ul style="list-style-type: none"> • Home study
CPM001- CPM Certification Exam Preparation Seminar	<ul style="list-style-type: none"> • Classroom – ½ day • Online • Home study
CPMEXM – CPM Certification Exam	<ul style="list-style-type: none"> • Classroom – ½ day • Proctored online • Proctored in person through IREM-authorized proctor
ETH800 – Ethics for the Real Estate Manager (includes examination)	<ul style="list-style-type: none"> • Classroom – 1 day – includes examination • Home study (home study option is exclusively available for at-large international applicants ; exam incorporated into CPM certification exam)

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

In connection with the Institute of Real Estate Management, upon submission of application for the CPM designation, 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 CPM or CPM Candidate 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 CPM designation.
- 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 candidacy or CPM membership in IREM, failing to grant candidacy or CPM membership, or in censuring, suspending, expelling, or terminating such a candidacy or CPM membership.
- H. IREM shall take necessary and appropriate steps to verify all information provided on my CPM application.
- I. I hereby confirm that I am not a vendor, supplier, or service provider to the real estate industry.

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CPM Application for International Applicants

Please type or print clearly all information

1. Family Name	First Name	Middle Initial
2. Company Name	8. Residence Address	
3. Company Address	9. Country/Postal Code	
Company Address cont.	10. Residence Telephone	
4. Country/Postal Code	11. Date of Birth (Month/Day/Year)	
5. Daytime Telephone	12. Citizenship	13. Gender <input type="checkbox"/> Male <input type="checkbox"/> Female
6. Daytime Fax Number	14. Preferred Mailing Address (check one): <input type="checkbox"/> Residence <input type="checkbox"/> Business	
7. E-mail Address		

15. Were you referred by an IREM Member? Yes No If yes, who: _____

16. Have you ever taken an IREM course(s)? Yes No
If yes, what is your ID number? _____
If yes, did you take any IREM course under another name? Yes No If yes, under what name? _____
If yes, what IREM courses have you completed? _____

17. Real Estate License
Check one:
 I have a real estate license and it is enclosed.
 A real estate manager is not required to have a license in the country in which I reside and do business.

18-1. Name and Signature of Immediate Supervisor: This verifies the accuracy of the information on this application as to the applicant's current responsibilities.	Name
	Signature

18-2. Signature of Applicant: Your signature verifies the accuracy of the information on this application, acknowledges that you have read the rules and regulations stated on the last page of this application, and confirms that your application is complete, in accordance with the checklist also on the last page of this application

Signature	Date
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CPM Application for International Applicants

Applicant Name _____

19. If you hold the CCIM, RPA, CSM or PCAM designation, you can meet the education requirement and only need to complete IREM course BDM602 and ETH800.

Check here the designations for which you are attaching verification:

- CCIM RPA CSM PCAM

To receive credit, attach verification from the sponsoring organization confirming that you hold the designation and are a member in good standing.

20. If you have a Bachelor's/undergraduate or Master's/graduate degree in real estate or property management (major, minor or concentration/emphasis) from an accredited college or university, you can meet the education requirement and only need to complete IREM course BDM602 and ETH800.

Check here the degree credit for which you are attaching a transcript(s):

Bachelor's/Undergraduate degree in: _____

Master's/Graduate degree in: _____

To receive credit, attach a copy of an official transcript indicating the degree earned.

21. Please answer the questions below. If you answer "yes" to any of the questions, provide a detailed, written explanation below.

- Yes No 24.1 Have you ever been involved in a reorganization for the benefit of creditors or in personal or business bankruptcy proceedings as a debtor?
- Yes No 24.2 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 24.3 Have you ever been refused bonding?
- Yes No 24.4 Have you ever been subject to disciplinary action by the Institute of Real Estate Management, the National Association of REALTORS®, or any other professional association?
- Yes No 24.5 Have you ever had your real estate license suspended or revoked or otherwise been subject to disciplinary action by any real estate licensing agency?

22. CPM Key and Certificate

When you become a CPM member, you will receive your official CPM certificate and gold key.

Your name as it should appear on your CPM certificate:

Your CPM Key will be engraved with your CPM key number and your initials on the back, indicate below how your initials should appear.



CPM Application for International Applicants

Applicant Name

23. Experience Report for CURRENT Position

23.1 For Period from (month/year)	to (month/year)
23.2 Your Title	
23.3 Firm Name	
23.4 Number of Employees Reporting Directly to You	
23.5 Titles of Positions Reporting Directly to You	
23.6 Name of Immediate Supervisor	
23.7 Title of Immediate Supervisor	
23.8 Portfolio That You Manage	
	<i>Number of Sites or Buildings</i>
Residential: <i>Number of Units</i> _____	_____
Commercial: <i>Square Meters</i> _____	_____
Industrial: <i>Square Meters</i> _____	_____
23.9 Briefly describe your portfolio and position in a narrative form. This must be included for your application to be complete. (Attach additional sheet only if necessary)	

- 23.10 Check the boxes below for every function you perform in the capacity of a real estate manager; a minimum of 17 is required.
- 1. Hire, manage and evaluate site personnel and/or off-site management staff or contracted management firms, directly or through others.
 - 2. Identify staffing requirements and develop, or approve, job descriptions and/or develop and monitor, or approve, human resource policies and training and development plans.
 - 3. Identify, implement and monitor, or approve, energy use/conservation programs for the property.
 - 4. Determine which items or services are to be purchased for the property, prepare specifications, solicit and evaluate bids for contract services, negotiate or approve contracts, and monitor contracts.
 - 5. Oversee operation of building systems, supervise employees or monitor contractors who perform routine maintenance and repair work, and/or oversee planning and construction of tenant improvements and interior design.
 - 6. Design, implement and monitor, or approve, preventive maintenance programs for the property.
 - 7. Establish or maintain and enforce the property's operating policies and procedures and occupancy/usage guidelines.
 - 8. Establish, maintain and monitor adherence to, or approve, the property's record keeping system.
 - 9. Identify, analyze and implement, or approve, capital improvement or replacement programs, including but not limited to maintenance or remodeling programs and resident/tenant improvements.
 - 10. Perform regular property inspections and take appropriate action in accordance with established policies and procedures.
 - 11. Design and implement, or approve, resident/tenant retention, orientation and property familiarization programs.
 - 12. Routinely communicate with occupants of the property concerning level of service and other management matters and/or investigate and resolve resident/tenant complaints.
 - 13. Administer the leasing and lease renewal process and/or negotiate or approve leases.
 - 14. Prepare, market and show leasable space.
 - 15. Prepare, approve or execute a marketing plan for the property.
 - 16. Analyze market conditions and recommend, or approve, the property's rental rates.
 - 17. Design, implement or approve life-safety and emergency preparedness programs for the property.
 - 18. Develop, implement or approve a risk management program for the property and/or identify the property's insurable risks and recommend, secure and monitor insurance coverages.
 - 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. Ensure the property's compliance with government and environmental regulations.
 - 21. Process and/or monitor, or approve, property payables.
 - 22. Supervise property collections, including the handling of property receipts, journal entries, records of account, bank deposits, and delinquent accounts.
 - 23. Prepare, present and implement annual property budgets, including capital expenditure budgets, or review, authorize and monitor such budgets prepared by others.
 - 24. Prepare, analyze or approve the property's financial and operating statements and variance reports.
 - 25. Approve major deviations from the budget, exclusive of emergencies.
 - 26. Identify and analyze the property's financial requirements and financing options, and/or replacement reserve requirements, and recommend funding sources to the owner.
 - 27. Estimate and monitor the market value of the property and assess the implications that estimates of value have on the owner; determine the reasonableness of assessed value and insurable value.
 - 28. Identify, analyze and propose alternate uses of the property and implement or approve a plan to change the property's use (e.g., converting a residential building to commercial use).
 - 29. Read and interpret loan document requirements.
 - 30. Establish or maintain management controls and analyze the property's performance.
 - 31. Identify and recommend, or approve, real estate assets for acquisition or disposition.
 - 32. Determine the goals and objectives of the property owner.
 - 33. Evaluate real estate tax assessments and recommend an appeal strategy to the owner when appropriate.
 - 34. Prepare a management plan for the property.
 - 35. Identify and recommend, or approve, alternate sources of income for the property and implement programs accordingly.

For IREM use only: Total Functions Performed



CPM Application for International Applicants

Applicant Name

24. Experience Report for PREVIOUS Real Estate Management Position

24.1 For Period from (month/year) _____ to (month/year) _____	
24.2 Your Title _____	
24.3 Firm Name _____	
24.4 Business Address _____	
24.5 City/State/Zip _____	
24.6 Business Telephone _____	24.7 Business Fax Number _____
24.8 Number of Employees Reporting Directly to You _____	
24.9 Titles of Positions Reporting Directly to You _____	
24.10 Name of Immediate Supervisor _____	
24.11 Title of Immediate Supervisor _____	
24.12 Portfolio That You Manage	
	<i>Number of Sites or Buildings</i>
Residential: <i>Number of Units</i> _____	_____
Commercial: <i>Square Meters</i> _____	_____
Industrial: <i>Square Meters</i> _____	_____
24.13 Briefly describe your portfolio and position in a narrative form. This must be included for your application to be complete. (Attach additional sheet only if necessary)	

- 24.14 Check the boxes below for every function you perform in the capacity of a real estate manager; a minimum of 17 is required.
- 1. Hire, manage and evaluate site personnel and/or off-site management staff or contracted management firms, directly or through others.
 - 2. Identify staffing requirements and develop, or approve, job descriptions and/or develop and monitor, or approve, human resource policies and training and development plans.
 - 3. Identify, implement and monitor, or approve, energy use/conservation programs for the property.
 - 4. Determine which items or services are to be purchased for the property, prepare specifications, solicit and evaluate bids for contract services, negotiate or approve contracts, and monitor contracts.
 - 5. Oversee operation of building systems, supervise employees or monitor contractors who perform routine maintenance and repair work, and/or oversee planning and construction of tenant improvements and interior design.
 - 6. Design, implement and monitor, or approve, preventive maintenance programs for the property.
 - 7. Establish or maintain and enforce the property's operating policies and procedures and occupancy/usage guidelines.
 - 8. Establish, maintain and monitor adherence to, or approve, the property's record keeping system.
 - 9. Identify, analyze and implement, or approve, capital improvement or replacement programs, including but not limited to maintenance or remodeling programs and resident/tenant improvements.
 - 10. Perform regular property inspections and take appropriate action in accordance with established policies and procedures.
 - 11. Design and implement, or approve, resident/tenant retention, orientation and property familiarization programs.
 - 12. Routinely communicate with occupants of the property concerning level of service and other management matters and/or investigate and resolve resident/tenant complaints.
 - 13. Administer the leasing and lease renewal process and/or negotiate or approve leases.
 - 14. Prepare, market and show leasable space.
 - 15. Prepare, approve or execute a marketing plan for the property.
 - 16. Analyze market conditions and recommend, or approve, the property's rental rates.
 - 17. Design, implement or approve life-safety and emergency preparedness programs for the property.
 - 18. Develop, implement or approve a risk management program for the property and/or identify the property's insurable risks and recommend, secure and monitor insurance coverages.
 - 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. Ensure the property's compliance with government and environmental regulations.
 - 21. Process and/or monitor, or approve, property payables.
 - 22. Supervise property collections, including the handling of property receipts, journal entries, records of account, bank deposits, and delinquent accounts.
 - 23. Prepare, present and implement annual property budgets, including capital expenditure budgets, or review, authorize and monitor such budgets prepared by others.
 - 24. Prepare, analyze or approve the property's financial and operating statements and variance reports.
 - 25. Approve major deviations from the budget, exclusive of emergencies.
 - 26. Identify and analyze the property's financial requirements and financing options, and/or replacement reserve requirements, and recommend funding sources to the owner.
 - 27. Estimate and monitor the market value of the property and assess the implications that estimates of value have on the owner; determine the reasonableness of assessed value and insurable value.
 - 28. Identify, analyze and propose alternate uses of the property and implement or approve a plan to change the property's use (e.g., converting a residential building to commercial use).
 - 29. Read and interpret loan document requirements.
 - 30. Establish or maintain management controls and analyze the property's performance.
 - 31. Identify and recommend, or approve, real estate assets for acquisition or disposition.
 - 32. Determine the goals and objectives of the property owner.
 - 33. Evaluate real estate tax assessments and recommend an appeal strategy to the owner when appropriate.
 - 34. Prepare a management plan for the property.
 - 35. Identify and recommend, or approve, alternate sources of income for the property and implement programs accordingly.

For IREM use only: Total Functions Performed _____
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Confidential Letter of Recommendation

CPM[®] Application

Institute of Real Estate Management

To the individual completing this form: Please read the information on the reverse side first.

Applicant Name	
Address	
Name of Person Completing This Form	
Position/Title	Firm/Organization
Address	
Country/Postal Code	Daytime Telephone Number
Are you: <input type="checkbox"/> a CPM [®] ? <input type="checkbox"/> a client or former client of the applicant? <input type="checkbox"/> an employer or former employer of the applicant?	
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 employer, how do you rate the applicant's ability as a real estate manager?	
Additional comments:	
I <input type="checkbox"/> can <input type="checkbox"/> cannot recommend this applicant for the CPM [®] designation.	
Signature	Date

To the individual completing this Confidential Letter of Recommendation:

Thank you for agreeing to provide a reference for the person whose name appears on the front of this letter. This individual has applied to become a CERTIFIED PROPERTY MANAGER® with the Institute of Real Estate Management.

Please answer the questions in as specific and candid a manner as possible. When the form is complete, place the recommendation in an envelope addressed to the applicant, write your name across the seal, and return it to the applicant. Your signature across the seal of the envelope ensures that the letter will be kept confidential.

You can be assured that the applicant will not have access to this letter unless your permission is granted or unless the Institute is compelled to provide the letter by subpoena or court order. 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.