



# CHAM

THE CONSORTIUM FOR HOUSING AND ASSET MANAGEMENT



## Certified Housing Asset Manager

A Professional Designation  
from the Consortium for  
Housing and Asset  
Management (CHAM)



## CONSORTIUM FOR HOUSING AND ASSET MANAGEMENT

## CHAM™: THE DESIGNATION

## ASSET MANAGEMENT

## PROFICIENCY IN ASSET MANAGEMENT

## ENROLLMENT

The Consortium for Housing and Asset Management (CHAM) is a collaboration of the leaders in the fields of nonprofit affordable housing production and community development: Enterprise Community Partners, Local Initiatives Support Corporation, and NeighborWorks® America. CHAM's mission is to better enable community-based organizations and others in the nonprofit housing industry to responsibly own and professionally manage affordable rental housing. In recent years, many community development organizations have experienced challenges with aging properties and increasingly complex portfolios. Senior managers of these organizations need highly specialized skills to effectively manage properties over the long term.

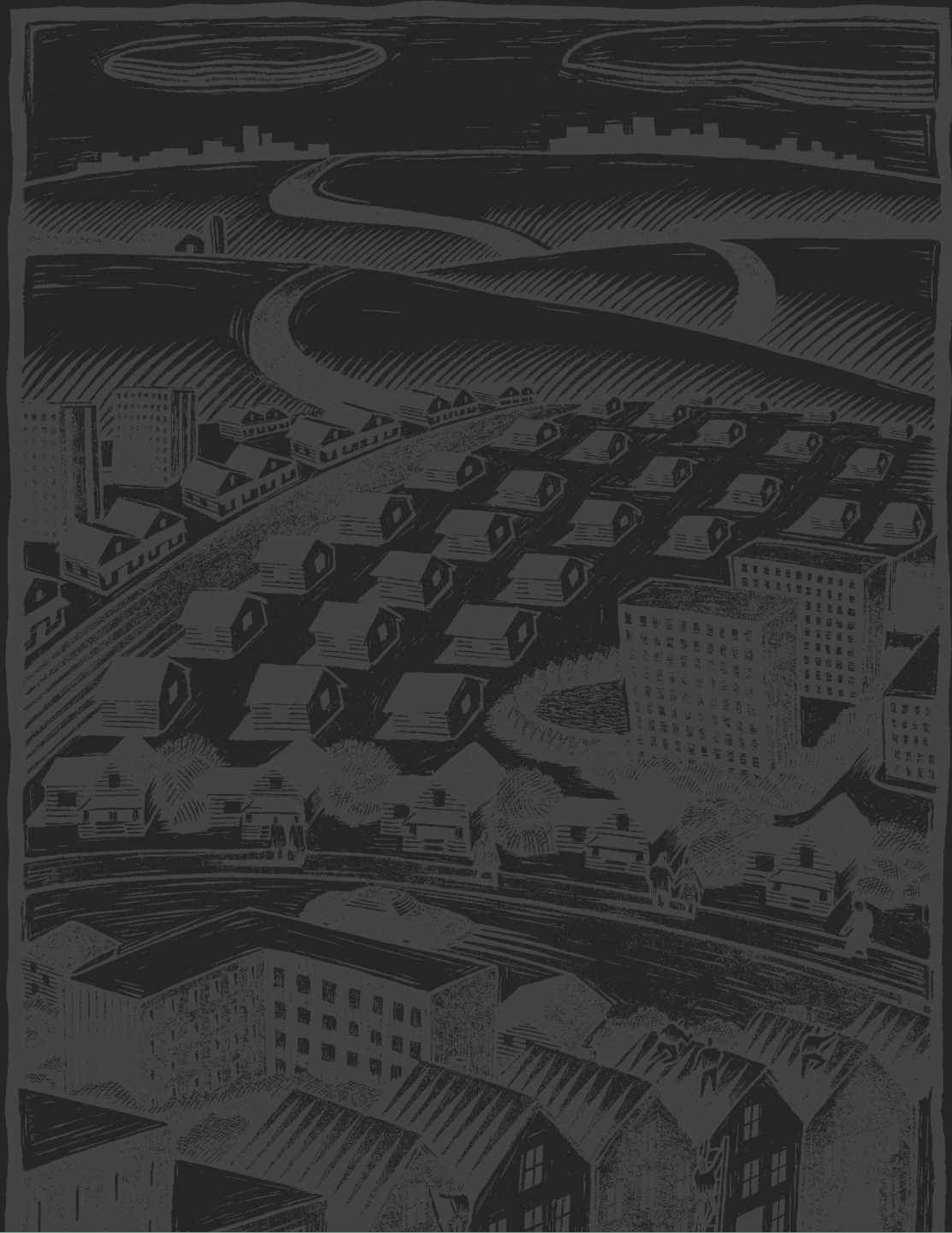
CHAM recognizes that nonprofit asset management is difficult work, and requires managers to be particularly skilled and sophisticated. To support industry managers, CHAM developed a designation program, the Certified Housing Asset Manager™ (CHAM). Working in collaboration with the Institute of Real Estate Management Association (IREM), Enterprise Social Investment Corporation, National Equity Fund, and other major national partners, CHAM has developed a curriculum that trains and recognizes professional capacity and benefits both professionals and their organizations. In addition, CHAM sponsors an annual conference which focuses on cutting-edge asset management issues for the nonprofit owner; and a web site ([www.cham.org](http://www.cham.org)). These resources are available to help nonprofit owners provide high-quality, sustainable affordable rental housing that is a true community asset.

To support CHAM's efforts toward the goal of quality multifamily housing and professional asset management skills, the NeighborWorks® Training Institute has developed an Asset Management track of courses. Asset Management courses comprise four of the six required courses as well as the optional elective courses for the CHAM™ Professional Designation.

Participants earning their professional designation will have the skills to:

- Evaluate performance of real estate assets and successfully intervene in problems affecting those assets;
- Fulfill the owner's mission and goals for the properties;
- Monitor and measure resident-engagement initiatives which affect the properties;
- Develop an asset management plan specific to their organization's goals and requirements that will assure the sustainability of its rental housing;
- Conduct sophisticated analysis of real estate assets and management costs; and
- Effectively interpret and manage data, human resources, and partnerships to maximize property assets.

Participants enroll in the CHAM™ Professional Designation Program by submitting the enclosed enrollment form. Course registration rules apply for individual courses as appropriate. For example, registration for courses delivered through the NeighborWorks® Training Institute will follow the rules and tuition fees appropriate to that venue. For other venues, appropriate rules and tuition fees will apply. Consult [www.nw.org/training](http://www.nw.org/training) or [www.cham.org](http://www.cham.org) for details on upcoming courses, registration costs, and application deadlines.



NEED ADDITIONAL INFORMATION ABOUT CHAM™ ENROLLMENT,  
THE CALENDAR OF TRAINING OPPORTUNITIES, OR COURSE REQUIREMENTS?  
SEE [WWW.CHAM.ORG](http://WWW.CHAM.ORG) OR [WWW.NW.ORG](http://WWW.NW.ORG) OR CONTACT CHAM c/o  
NEIGHBORWORKS® AMERICA, 1325 G STREET NW, SUITE 800,  
WASHINGTON, D.C. 20005, (800) 438-5547; (202) 220-2454  
FAX (202) 376-2168 OR EMAIL [CURRICULUM@NW.ORG](mailto:CURRICULUM@NW.ORG).

The Consortium of Housing and Asset Management (CHAM) network is a national alliance of housing and asset management professionals working to expand the capacity of community-based organizations to own and manage affordable housing over the long term.

## CONSORTIUM SPONSORS

### **Enterprise Community Partners, Inc.**

Enterprise Community Partners, Inc. helps families with their struggle out of poverty by providing decent homes, steady employment, quality child care and schools, and safer neighborhoods. Working with a network of 2,400 community organizations nationwide and through our 16 local offices, Enterprise Community Partners, Inc. has leveraged more than \$4.4 billion in investments and donations to build 144,000 affordable homes and help 38,000 hard-to-employ people find jobs since 1982. For more information, visit [www.enterprisecommunity.org](http://www.enterprisecommunity.org)

### **Local Initiatives Support Corporation (LISC)**

Local Initiatives Support Corporation's mission is to help community development corporations (CDCs) transform distressed neighborhoods into healthy communities. LISC believes that CDCs are the best vehicles to achieve lasting and positive community change for the benefit of low- and moderate-income people. These organizations are accountable to local residents and engage in a wide range of physical, economic, and human development activities. By marshalling private-sector resources and extending financial and technical support to CDCs, LISC enables residents to set their own priorities and shape community renewal. [www.liscnet.org](http://www.liscnet.org)

### **NeighborWorks® America**

Building on more than 25 years of experience, NeighborWorks® America works with residents, government and business leaders to develop strong partnerships that revitalize America's urban and rural communities and make housing affordable. These partnership organizations, comprising the NeighborWorks® network, are active in more than 2,700 communities. As a powerful complement to the network's ongoing revitalization efforts and as a strategy for reaching out to the community development industry, the NeighborWorks® Training Institute and its educational programs and materials are central to the NeighborWorks® America mission. [www.nw.org](http://www.nw.org)

### **Consortium for Housing and Asset Management • CHAM™ Training**

c/o NeighborWorks® America  
1325 G Street NW, Suite 800, Washington, D.C. 20005  
(800) 438-5547; (202) 220-2454; Fax (202) 376-2168  
[info@cham.org](mailto:info@cham.org) • [www.cham.org](http://www.cham.org) • [curriculum@nw.org](mailto:curriculum@nw.org)

### **CHAM Conference c/o Local Initiatives Support Corporation**

733 3rd Ave., New York, N.Y. 10017  
(212) 455-1619



CHAM™ Professional Designations will be awarded to individuals who successfully complete the required coursework and evaluation process. Candidates are encouraged but not required to take these courses in the following order:

**REQUIRED COURSES:**

**AM121 Nuts and Bolts of Asset Management for Asset Managers (3 days)**

Offered at NeighborWorks® Training Institutes. See [www.nw.org/training](http://www.nw.org/training). Also available through LISC Program sites. See [www.liscnet.org](http://www.liscnet.org).

*(It is suggested that candidates take this course first in the series.)*

**AM350 Nonprofit Housing Management Specialist (NHMS®) (5 days)**

September 21-25, 2005

Denver, Colorado

See [www.cham.org](http://www.cham.org).

**AH101 Affordable Housing Development (2 days)**

Offered at NeighborWorks® Training Institutes.

See [www.nw.org/training](http://www.nw.org/training).

**AM223 Financial Tools for Asset Management Not-For-Profit Portfolios (3 days)**

Offered at NeighborWorks® Training Institute.

See [www.nw.org/training](http://www.nw.org/training).

**AH211 How to Maintain Compliance in Low Income Housing Tax Credit Projects (1 day)**

Offered at NeighborWorks® Training Institute.

See [www.nw.org/training](http://www.nw.org/training).

**AM351 Advanced Housing Asset Management (5 days)**

See [www.cham.org](http://www.cham.org)

**SUGGESTED ELECTIVE COURSES:**

**AM201 Basic Budgeting and Accounting for Real Estate Managers**

**AM203 Basic Marketing and Leasing for Real Estate Managers**

**AM205 Managing Nonprofit Housing**

**AM209 Managing Real Estate Maintenance Operations**

Offered at NeighborWorks® Training Institutes.

See [www.nw.org/training](http://www.nw.org/training).

**NeighborWorks® Training Institutes**

See [www.nw.org/training](http://www.nw.org/training) for a complete list of available courses.

**2006**

February 20-24 • Atlanta

April 3-7 • Dallas

June 26-30 • Kansas City

August 14-18 • Washington, DC

December 11-15 • New Orleans

**The CHAM Annual Professional's Conference**

Another resource of CHAM that focuses on cutting-edge issues in the nonprofit housing section in asset management. The next CHAM Conference will be held December, 2006 in New Orleans. For more details about the conference, check the CHAM web site ([www.cham.org](http://www.cham.org)) or contact Local Initiatives Support Corp. (LISC) 733 3rd Avenue, New York, N.Y. 10017; (212) 455-1619; [info@cham.org](mailto:info@cham.org)

For more information or a list of upcoming courses toward the CHAM™ Professional Designation, please visit [www.cham.org](http://www.cham.org) or contact CHAM™ c/o NeighborWorks® Training Institute, 1325 G Street NW, Suite 800, Washington, D.C. 20005, (800) 438-5547; (202) 220-2454 Fax (202) 376-2168 or e-mail [curriculum@nw.org](mailto:curriculum@nw.org)

**ELECTIVE COURSES** (these courses improve your asset management skills, but are not required for the CHAM Professional Designation program):

**AM201 Basic Budgeting and Accounting for Real Estate Managers (IREM FIN 201) – (2 days)**

Learn the basic budgeting and accounting principles needed for successful property management. Enhance your knowledge of budgeting, accounting and fiscal administration skills that will improve day-to-day financial operations at your site. Learn how to apply your new knowledge in real-world situations.

*(course was formerly AH127)*

**AM203 Basic Marketing and Leasing for Real Estate Managers (IREM MKL 201) – (2 days)**

Learn how to understand marketing and leasing functions, be more successful and attract and retain potential residents and tenants. This course will provide you with key ideas for developing a successful marketing plan and how to evaluate your marketing efforts.

*(course was formerly AH141)*

**AM205 Managing Nonprofit Housing (IREM MTF 205) – (1 day)**

This course provides valuable information on nonprofit residential housing management. An overview of nonprofit housing management includes elements of a management plan, responsibilities of housing-management personnel, resident relations, support services and risk management and security.

*(course was formerly AH241)*

**AM209 Managing Real Estate Maintenance Operations (IREM MNT 201) – (2 days)**

This course explains how maintenance operations play a critical role in every aspect of your property's current and future success. Learn how to identify and prioritize maintenance tasks, including property inspections. Covers preventive maintenance, energy conservation, safety, emergency preparedness programs, and environmental hazards.

*(course was formerly AH244)*

The elective courses are offered at the NeighborWorks® Training Institute. Visit [www.nw.org/training](http://www.nw.org/training) for more information, and refer to the Future Professional Certificate Course Offerings in any NeighborWorks® Training Institute catalog.

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CHAM™ Professional Designation will be awarded to individuals who successfully complete the required coursework and evaluation process. Candidates are encouraged but not required to take these courses in the following order:

## REQUIRED COURSES:

### **AM121 Nuts and Bolts of Asset Management for Asset Managers (3 days)**

Number-crunching and problem-solving are the daily concerns of every asset manager and those assigned the asset management function. Participants evaluate the quality of the information received on projects, design an analytic framework complete with spreadsheets and other useful tools that can help to identify long-range performance trends, establish benchmarks of high performance, and provide a truly useful reporting structure.

*(course was formerly AH231)*

### **AM350 Nonprofit Housing Management Specialist (NHMS®) (5 days)**

This intensive survey course helps the property manager transition from the “how to” to the “how well are we doing?” of real estate management. It introduces the functions, requirements, and systems of good asset management. Applicants with appropriate experience may be allowed to submit an acceptable management plan, take and pass the NHMS exam, and attend a one-day course on social and mission issues instead of this course.

### **AH101 Affordable Housing Development (2 days)**

In this comprehensive overview of the real estate development process, learn to assess the pros and cons of real estate development and how it can affect an organization’s goals. Discuss project assessment, acquisition, finance, construction, marketing, pre-leasing, leasing, and management. Review the roles, risks and rewards of real estate development, using examples and on-site exercises.

### **AM223 Financial Tools for Asset Management Not-For-Profit Portfolios (IREM 600) (3 days)**

This intensive course explores tools to evaluate the financial performance of a multifamily housing portfolio. Participants will learn about profitability and sustainability—including the time value of money, future and net present values, cash flow analysis and investment goals—as well as property valuation, appraisal techniques, cap rates, leverage and loan terms, investor concerns and capital planning, tax considerations, working capital and balance sheet ratios.

*(course was formerly AH234)*

### **AH211 How to Maintain Compliance in Low Income Housing Tax Credit Projects (1 day)**

This class is designed for owners and property and asset managers responsible for compliance requirements in the management of tax credit projects. Focus on gaining a basic understanding of the financial structure of tax credit projects, minimum set asides, applicable fractions, eligible basis, resident eligibility issues, and rent setting.

### **AM351 Advanced Housing Asset Management (5 days)**

This course will incorporate lessons in ethics, performance standards, evaluations, troubleshooting, tax issues, syndication, liability of partners, contract law, marketing, asset management planning, and policies and procedures. The CHAM™ designation will be awarded upon the submission of an asset management plan tailored to the participant’s organization, the successful completion of the course exam, and completion certificates from each course.

# PROFESSIONAL DESIGNATION ENROLLMENT FORM

Please complete this form and return it with the \$100 enrollment fee to CHAM™ at the address below. Please complete all blanks (use N/A if a section does not apply) and print clearly. Applications are not complete without the application fee. CHAM™ candidates are required to have a four-year college degree and at least five years of experience in affordable housing, housing management, and/or underwriting housing financial deals; or seven years of work experience with at least five of those years in affordable housing, housing management, and/or underwriting housing financial deals.

Name:  Ms.  Mr. \_\_\_\_\_

Position Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Organization Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Office Phone: \_\_\_\_\_

Office Fax: \_\_\_\_\_

Office E-mail: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_

Home Fax: \_\_\_\_\_

Personal E-mail: \_\_\_\_\_

Where would you like to be contacted?  Office  Home

Why do you seek enrollment?  Professional development  General interest

Required by supervisor  Increase organizational credibility

Required by funding source  Increase skills for a specific project/program

What is the highest level of education you have completed?

Bachelor's Degree  Master's Degree  Doctoral Degree

Please list any degrees or professional certificates you have earned:

\_\_\_\_\_ Which sector do you represent?  Public  Private  Nonprofit

Which courses, if any, have you previously taken toward the CHAM™ designation?

Course: \_\_\_\_\_ Date: \_\_\_\_\_ Where: \_\_\_\_\_

Course: \_\_\_\_\_ Date: \_\_\_\_\_ Where: \_\_\_\_\_

Course: \_\_\_\_\_ Date: \_\_\_\_\_ Where: \_\_\_\_\_

Course: \_\_\_\_\_ Date: \_\_\_\_\_ Where: \_\_\_\_\_

## PAYMENT INFORMATION

Professional Designation forms will not be processed without the \$100 enrollment fee.

Check enclosed (payable to NeighborWorks® America).

Check # \_\_\_\_\_

Purchase Order Enclosed. Purchase Order # \_\_\_\_\_

Charge my Credit Card:  Visa  Mastercard  American Express

Card # \_\_\_\_\_ Exp. Date: \_\_\_\_\_

Name as it appears on the card: \_\_\_\_\_

Authorized signature: \_\_\_\_\_

Please return this form and the \$100 enrollment fee to CHAM™ c/o NeighborWorks® Training Institute, 1325 G Street NW, Suite 800, Washington, D.C. 20005, (800) 438-5547; (202) 220-2454 Fax (202) 376-2168.