

# Large-Scale Manager<sup>®</sup> (LSM<sup>®</sup>) Designation Application

## Eligibility

- Hold an active PCAM<sup>®</sup> designation
- Have at least 10 years of community association management experience or 5 years of community association management experience **and** 5 years of municipal management or a comparable position of responsibility at the executive level, or if you hold a Masters degree in Public Administration, Business Administration, or Parks and Recreation Administration.
- Been a professional manager, for at least five years, responsible for the day-to-day operation of a large-scale community association defined as:
  - Providing municipal-type services
  - Having a minimum \$2 million operating budget
  - Including 1,000 units or 1,000 acres
- Attended one Large-Scale managers Workshop or completed the M-340 PMDP program within the last five years.

## Application Instructions

- Fill in this application with Adobe Acrobat Reader or print clearly in ink. To work in Reader: save the file on your computer, complete the form using your keyboard, and save again using your last name in the filename (e.g., LSM\_Jones.pdf) before printing. If additional pages are needed, please label clearly and attach to this application.
- Be honest, accurate and thorough in completing all sections of this application.
- Candidates must earn a minimum total of 120 points on this form.
- Submit completed application with non-refundable application fee to the CAI national office, 6402 Arlington Blvd., Suite 500, Falls Church, VA 22042 or fax to (703) 970-9558.  
Fees: \$95 for individual manager members of CAI and \$320 for non-members

**For Official Use Only**

FEE	MEMBERSHIP	TRANSCRIPTS	CERTIFICATION	EMPLOYMENT	CODE



# Work Experience Summary

**THIS SECTION MUST** detail the required 10 years of community association management experience or the five years of community association management experience and five years of municipal management or a comparable position of responsibility at the executive level. Start with the present year of your professional work experience. Include a complete and accurate description of your position and services performed. All community association management positions should include the names and addresses of all community associations involved. Attach additional sheets if necessary.

A community association manager will have the knowledge, ethics, professionalism and skills with verifiable experience in financial, administrative, and facilities management in at least one community association, either commercial or residential. The community association manager must be compensated for providing professional guidance and assistance to the board of directors of any association(s) managed by that community association manager, whether the individual is acting as an full time independent contractor, or as an employee of a management firm, or as a general manager or executive director of a common interest development. Management of property other than community associations will not meet the qualifications for community association manager.

▼ FROM DATE (MM/YY)    ▼ TO DATE (MM/YY)     ONSITE, FULL-TIME MANAGER     MINIMUM OF 1,000 UNITS OR 1,000 ACRES  
[ ][ ][ ][ ][ ]    [ ][ ][ ][ ][ ]     ANNUAL OPERATING BUDGET > \$2 MILLION

COMPANY \_\_\_\_\_

POSITION \_\_\_\_\_

DESCRIPTION \_\_\_\_\_  
\_\_\_\_\_

SUPERVISOR \_\_\_\_\_ PHONE \_\_\_\_\_

▼ FROM DATE (MM/YY)    ▼ TO DATE (MM/YY)     ONSITE, FULL-TIME MANAGER     MINIMUM OF 1,000 UNITS OR 1,000 ACRES  
[ ][ ][ ][ ][ ]    [ ][ ][ ][ ][ ]     ANNUAL OPERATING BUDGET > \$2 MILLION

COMPANY \_\_\_\_\_

POSITION \_\_\_\_\_

DESCRIPTION \_\_\_\_\_  
\_\_\_\_\_

SUPERVISOR \_\_\_\_\_ PHONE \_\_\_\_\_

▼ FROM DATE (MM/YY)    ▼ TO DATE (MM/YY)     ONSITE, FULL-TIME MANAGER     MINIMUM OF 1,000 UNITS OR 1,000 ACRES  
[ ][ ][ ][ ][ ]    [ ][ ][ ][ ][ ]     ANNUAL OPERATING BUDGET > \$2 MILLION

COMPANY \_\_\_\_\_

POSITION \_\_\_\_\_

DESCRIPTION \_\_\_\_\_  
\_\_\_\_\_

SUPERVISOR \_\_\_\_\_ PHONE \_\_\_\_\_

# I. Education Minimum of 30 points required in this section.

## Professional Designations or Licenses

Please indicate the date you received any of the following, as well as relevant certificate or license numbers.

	▼ DATE (MM/YY)	▼ CERTIFICATE OR LICENSE NUMBER
AMS DESIGNATION	<input type="text"/>	<input type="text"/>
CMCA CERTIFICATION	<input type="text"/>	<input type="text"/>
OTHER DESIGNATION	<input type="text"/>	<input type="text"/>
REAL ESTATE BROKER'S LICENSE	<input type="text"/>	<input type="text"/>
STATE LICENSE	<input type="text"/>	<input type="text"/>
SALESPERSON'S LICENSE	<input type="text"/>	<input type="text"/>

## Formal Education

Please indicate institution, date, and degree received.

HIGH SCHOOL	<input type="text"/>
CERTIFICATE PROGRAM	<input type="text"/>
ASSOCIATE'S DEGREE	<input type="text"/>
BACHELOR'S DEGREE	<input type="text"/>
MASTER'S DEGREE	<input type="text"/>
DOCTORATE OR EQUIVALENT	<input type="text"/>

## Completion of Large-Scale Specific Classes/Educations Sessions

Please indicate the city, month and year each course was taken and attach program completion certificates or course transcripts. Unless otherwise indicated, all coursework must have been completed within the past five years.

	▼ DATE (MM/YY)	POINT VALUE
<input type="checkbox"/> M-330: Advanced Insurance and Risk Management	<input type="text"/>	15
<input type="checkbox"/> M-340: Managing the Large-Scale Association	<input type="text"/>	15
<input type="checkbox"/> M-350: Manager and the Law	<input type="text"/>	15
<input type="checkbox"/> M-360: Leadership Practics in Community Building	<input type="text"/>	15
<input type="checkbox"/> M-400: Contemporary Issues in Community Association Management	<input type="text"/>	15
<input type="checkbox"/> Future program(s) related to large-scale management: <input type="text"/>	<input type="text"/>	15
<input type="checkbox"/> CAI's Large-Scale Managers Workshop	<input type="text"/>	15
<input type="checkbox"/> CMAA coursework emphasizing large-scale operations: <input type="text"/>	<input type="text"/>	15
<input type="checkbox"/> Other training opportunities in related fields: <input type="text"/>	<input type="text"/>	10

**Total points in this section**

## II. Conference Attendance *Minimum of 30 points required in this section.*

### CAI national conference attendance

POINT VALUE

▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	10
<input type="text"/>	<input type="text"/>	10
<input type="text"/>	<input type="text"/>	10

### Attendance at related organization conferences and workshops (e.g., ULI, CMAA, NCSH)

SPONSORING ORGANIZATION/TOPIC \_\_\_\_\_

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▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	5

SPONSORING ORGANIZATION/TOPIC \_\_\_\_\_

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▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	5

SPONSORING ORGANIZATION/TOPIC \_\_\_\_\_

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▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	5

**Total points in this section** \_\_\_\_\_

## III. CAI Participation *Minimum of 30 points required in this section.*

### Host CAI's Large-Scale Managers' Workshop

POINT VALUE

▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	25

### CAI National Leadership (List specific assignments. E.g., CAI Trustee, Foundation for Community Association Research Director and/or CAMICB Commissioner, committee member)

_____	▼ FROM DATE (MM/YY)	▼ TO DATE (MM/YY)	
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR

### CAI Chapter Leadership (List chapter and specific assignment; e.g., officer, board member, committee chair)

_____	▼ FROM DATE (MM/YY)	▼ TO DATE (MM/YY)	
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR

**Total points in this section** \_\_\_\_\_

# IV. Professional Leadership Minimum of 30 points required in this section.

POINT VALUE

**Large-Scale Manager Knowledge Quest Project** Candidates may propose a knowledge quest project, which will require approval from the Large-Scale Managers' Committee or a task force assigned by the committee. Examples of knowledge quest projects include drafting a case study concerning some aspect of large-scale management as it relates to the community managed, or conducting an industry-related research project. Candidates will then present their completed knowledge quest project (i.e., case study or research findings) to the Large-Scale Managers' Committee at either a CAI national conference or the Large-Scale Managers' Workshop.

TITLE OF APPROVED PROJECT \_\_\_\_\_ 30

▼ DATE (MM/YY)	▼ LOCATION

**Authorship of article in Common Ground magazine or CAI Press title** (such as a GAP Report)  
(Copies must be submitted to receive credit.)

ARTICLE/BOOK TITLE \_\_\_\_\_ 20

▼ ISSUE DATE/PUBLISHED	<input type="checkbox"/> COMMON GROUND	<input type="checkbox"/> CAI PRESS

ARTICLE/BOOK TITLE \_\_\_\_\_ 20

▼ ISSUE DATE/PUBLISHED	<input type="checkbox"/> COMMON GROUND	<input type="checkbox"/> CAI PRESS

**Authorship of article in CAI or other industry-related publication** (Copies must be submitted to receive credit.)

ARTICLE TITLE \_\_\_\_\_ 15

PUBLICATION NAME \_\_\_\_\_

▼ ISSUE DATE/PUBLISHED

ARTICLE TITLE \_\_\_\_\_ 15

PUBLICATION NAME \_\_\_\_\_

▼ ISSUE DATE/PUBLISHED

**PMDP course instructor** (list specific assignments)

	▼ DATES (MM/YY)	
		10 PER YEAR
		10 PER YEAR
		10 PER YEAR

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# IV. Professional Leadership continued:

## CAI conference workshop presenter

TITLE OF SESSION \_\_\_\_\_ 15

▼ DATE (MM/YY)	▼ LOCATION
<input type="text"/>	<input type="text"/>

TITLE OF SESSION \_\_\_\_\_ 15

▼ DATE (MM/YY)	▼ LOCATION
<input type="text"/>	<input type="text"/>

TITLE OF SESSION \_\_\_\_\_ 15

▼ DATE (MM/YY)	▼ LOCATION
<input type="text"/>	<input type="text"/>

## Board participation with a local chamber, other nonprofit organizations, or a position on a municipal advisory board (List specific assignments.)

	▼ FROM DATE (MM/YY)	▼ TO DATE (MM/YY)	
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR
_____	<input type="text"/>	<input type="text"/>	10 PER YEAR

## National ad hoc assignment (List specific assignments. E.g., NCAYA judge, Best Practices panelist)

	▼ FROM DATE (MM/YY)	▼ TO DATE (MM/YY)	
_____	<input type="text"/>	<input type="text"/>	5
_____	<input type="text"/>	<input type="text"/>	5
_____	<input type="text"/>	<input type="text"/>	5
_____	<input type="text"/>	<input type="text"/>	5
_____	<input type="text"/>	<input type="text"/>	5

## ABCs course facilitator

▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	15
▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	15
▼ DATE (MM/YY)	▼ LOCATION	
<input type="text"/>	<input type="text"/>	15

Total points in this section \_\_\_\_\_

GRAND TOTAL POINTS \_\_\_\_\_

# Community Associations Institute Professional Manager Code of Ethics

The Manager Shall:

1. Comply with current bylaws, standards and practices as may be established from time to time by CAI subject to all federal, state and local laws, ordinances, and regulations in effect where the Manager practices.
2. Participate in continuing professional education through CAI and other industry related organizations.
3. Act in the best interests of the client; refrain from making inaccurate or misleading representations or statements; not knowingly misrepresent facts to benefit the Manager.
4. Undertake only those engagements that they can reasonably expect to perform with professional competence.
5. Exercise due care and perform planning and supervision as specified in the written management agreement, job description or duly adopted Board policies.
6. Disclose all relationships in writing to the client regarding any actual, potential or perceived conflict of interest between the Manager and other vendors. The Manager shall take all necessary steps to avoid any perception of favoritism or impropriety during the vendor selection process and negotiation of any contracts.
7. Provide written disclosure of any compensation, gratuity or other form of remuneration from individuals or companies who act or may act on behalf of the client.
8. Insure that homeowners receive timely notice as required by state statutes or legal documents and protect their right of appeal.
9. Disclose to the client the extent of fidelity or other contractually required insurance carried on behalf of the Manager and/or client and any subsequent changes in coverage, which occur during the Manager's engagement if the amount is lower than the contract amount requires.
10. See that the funds held for the client by the Manager are in separate accounts, are not misappropriated, and are returned to the client at the end of the Manager's engagement; Prepare and furnish to the client accurate and timely financial reports in accordance with the terms of the management agreement, job description or duly adopted Board policies.
11. Recognize the original records, files and books held by the Manager are the property of the client to be returned to the client at the end of the Manager's engagement; maintain the duty of confidentiality to all current and former clients.
12. Refrain from criticizing competitors or their business practices; Act in the best interests of their Employers; Maintain a professional relationship with our peers and industry related professionals.
13. Conduct themselves in a professional manner at all times when acting in the scope of their employment.
14. Not engage in any form of price fixing, anti-trust, or anti-competition.
15. Not use the work products of colleagues or competing management firms that are considered proprietary without the expressed written permission of the author or the management firm.

**Compliance with the Professional Manager Code of Ethics is further amplified in the Code Clarification Document provided by Community Associations Institute.**

*Last revised September 2006*



# Code Clarification Document

## A. Authority

The Code derives its authority from the Community Associations Institute (CAI). CAI's Board of Trustees has established a minimum standard of professional ethical performance for those individuals who receive recognition or designations from CAI.

Those individuals or entities that have received professional designations from CAI are subject to this Code. Those designations include: PCAM<sup>®</sup>, AMS<sup>®</sup>, LSM<sup>®</sup>, and AAMC<sup>®</sup>.

## B. Definitions

The Code shall apply in any manager-client relationship where the Manager receives some form of compensation for professional services offered or provided to the client.

1. **Manager**—a singular term which shall apply to all of the following persons or entities providing or offering some form of property or financial or administrative or consulting services to one or more clients:
  - a. A single practitioner functioning as a client employee, or
  - b. A single practitioner employed by a firm contracted by one or more clients, or
  - c. A principal or supervisory staff member for a firm which is contracted by one or more clients, or
  - d. A firm, which is contracted by one or more clients, whether it is organized as a corporation, partnership, or other entity.

Because the Code is designed to establish a standard of conduct for the practice of managing community associations, it is equally applicable to individuals and firms. An individual who agrees to abide by this Code shall also be responsible to see that any other person or firm under his/her supervision shall comply with the Code.

2. **Client**—a singular term applying to one or more community association properties (condominium, homeowner association, cooperative, PUD, PRD, etc.) and their governing body. The client may employ the Manager directly or be under some form of independent contract with the Manager.

## C. Amplification

*CAI to further explain and define the Code of Ethics provides the following information.*

*Last revised September 2006*

## Code Clarification Document (continued)

### The following explanations correspond to the numbered paragraphs in the Professional Manager Code of Ethics:

1. *Current standards or practices* are those numbered one through fifteen in the Code. Managers who practice in states with legislative requirements must comply with those laws. Managers shall not discriminate in any relationship, with any individual or firm, based upon race, color, religion, sex, national origin, familial status, or handicap and shall comply with all federal, state and local laws concerning discrimination. Managers shall not engage in any form of price fixing, anti-trust, or anti-competition with other Managers or Vendors.
2. *Continuing professional education* requirements are consistent with that Manager's designation. While CAI membership is not mandatory, the Manager must satisfy the designation requirement in order to use said designation. Additionally the Manager has a duty to remain informed on relevant matters affecting the industry.
3. *Act in the best interests of the client; Not make any inaccurate or misleading representations or statements to a prospective client; Not knowingly misrepresent facts to benefit the Manager;* the manager has a fiduciary duty/responsibility to the client and should at all times act in the best interests of the client. Managers should avoid exaggeration, misrepresentation, concealment, and knowingly distributing misinformation.
4. *Undertake only those engagements that they can reasonably expect to perform with professional competence;* the Manager shall provide accurate information within his area of expertise and refrain from the unauthorized practice of other professions. No manager should provide any service or advice that is outside his or her field of competence which includes dispensing of professional advice that falls under the auspices of other disciplines such as legal representatives, engineers and contractors.
5. *Exercise due care and exhibit planning and supervision as specified in the written management agreement, job description, or duly adopted Board policies.* The intent of this statement is for the Manager to make a good faith effort to operate within the framework of the applicable employment/agent relationship and to abide by the terms of said agreement. Any failure of the Manager to fully comply with this requirement shall not be considered relevant unless the failure is material and/or willful.
6. *Disclosure of any possible conflict of interest* is the key here. An example may be of assistance. A Manager (individually or through a company) may have financial interest in a service contractor, supplier, or professional firm that is being considered by that Manager's client. Disclosure must be in writing and sufficiently in advance of the selection process to allow full consideration of the possible conflicts and any alternatives. The fact that the client may still choose the Manager's related entity is not a violation of the Code, provided ample disclosure was given.
7. *Provide written disclosure to the client of any compensation, gratuity or other form of remuneration from individuals or companies who act or may act on behalf of the client.* Written disclosure shall be made to the client by the Manager, confirming receipt of all commissions, rebates, discounts, payments, or other benefits received in excess of \$200.00 annually by the Manager from any vendor or vendor related client.
8. CAI recognizes that *insuring that homeowners have timely notice or that their appeal rights are protected* is limited by the extent that the Manager can influence his or her client. Thus, a Manager who makes reasonable efforts to properly advise the client has complied with this standard, even if the client chooses to reject the Manager's advice.
9. *Disclose to the client the extent of fidelity or other contractually required insurance carried on behalf of the Manager and/or client and any subsequent changes in coverage, which occur during the Manager's engagement if the amount is lower than the contract amount requires.* This standard does not require the Manager to carry fidelity insurance unless an AAMC company or required by the contract. The change is based upon any decrease in contractually disclosed/required coverage and/or fidelity bond coverage.

## Code Clarification Document (continued)

10. If the Manager is responsible for *handling funds* for a client, that client must have at least one, independent cash account. This standard does not preclude a Manager from initially depositing payments into a central account with funds promptly distributed to individual client accounts, nor does it prohibit a central disbursement or payroll account that is promptly reimbursed by each client's individual cash account. When a Manager's engagement has ended for a client, all funds must be returned to the client the earlier of:
  - the time limit under state statute, or
  - the time limit in the existing management agreement, or
  - within 30 days of the end of the Manager's engagement (see also #12)

The Manager shall prepare and furnish to the client accurate and timely financial reports in accordance with the terms of the management agreement, job description or duly adopted Board policies.

11. *Original records, files, and books* are those items that were given to the Manager at the beginning of his or her engagement or were developed by the Manager and/or the client during the period of the Manager's engagement. This definition may be further expanded by the management agreement. Unless provided in such an agreement or otherwise, the Manager has no obligation to provide the client with client-related computerized data unless the client owns the computer and software and such data can be separated from that data and software which are proprietary to the Manager. For example, if the Manager is a company that maintains homeowner information on its central computer, the Manager shall provide a printout of the homeowner information for the client, but need not provide that data via disk or tape. Those items that the Manager brought to and used during the engagement, such as operation or procedure manuals, remain the property of the Manager.

While the Manager must turn over all records, files, and books, he or she may retain photocopies of those key materials that might be necessary for the Manager in dealing with post-engagement client-related matters. Return of these items should be consistent with the schedule outlined in #10 above. The Manager shall maintain a *duty of confidentiality to all current and former clients*, commencing the effective start date of the relationship and continuing through infinity.

12. *Refrain from criticizing competitors or their business practices; Act in the best interests of their Employers; Maintain a professional relationship with our peers and industry related professionals.*
13. Shall conduct themselves in a professional manner when acting in the scope of their employment. Self-explanatory.
14. Subject to all Federal, State and Local statutes, laws and ordinances.
15. Work products that are posted on the internet, e-mailed, presented as part of an education session or industry related networking exchange are not considered proprietary unless they are clearly labeled as proprietary documents or subject to further protection under the copyright or registration. Lists of clients along with their contact and confidential contract information that are maintained by a Management Company are considered proprietary.

### D. Future

The Board of Trustees may expand application of this Code, and CAI reserves the right to update, or amend both the Professional Manager Code of Ethics and the Code Clarification Document. Any such revision, updating or amendment shall be promptly promulgated to CAI Manager members and, after due notice, will apply to all members subject to the Code.

### E. Disciplinary Action

After an internal investigation and hearing as provided in CAI's Ethics Enforcement Procedures Policy, a Manager found to be in violation of this Code shall face a sanction in accordance with the enforcement policies adopted by the CAI Board of Trustees. The extent of such sanction shall be commensurate with the nature, severity, and intent of the violation. In a situation where a firm, principal(s) or supervisory staff are involved, sanctions may be imposed on more than one individual or the firm itself.

# Code Clarification Document (continued)

**Please answer the following questions.**

Have you ever been involved in reorganization for the benefit of creditors or in bankruptcy as a debtor? *If yes, attach a detailed explanation.*  YES  NO

Have you ever been convicted of a felony or misdemeanor, or imprisoned under sentence for any felony or misdemeanor (except traffic violations) in the last ten years? *If yes, attach a detailed explanation.*  YES  NO

Have you ever been convicted of fraud, misrepresentation, misappropriation of funds or property? *If yes, attach a detailed explanation.*  YES  NO

Do you know of any reason why you would be unable to obtain bonding? *If yes, attach a detailed explanation.*  YES  NO

Have you ever been subject to disciplinary action by any professional organization? *If yes, attach a detailed explanation.*  YES  NO

**F. Signature**

By signing below, I agree to abide by the CAI Professional Manager Code of Ethics and to be subject to disciplinary action as adopted by the Board of Trustees. 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 statements with knowledge of its falsity, I understand that it shall be cause for denial or revocation of the designation.

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PRINTED NAME

SIGNATURE

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FIRM NAME (IF EMPLOYED BY A FIRM OR ARE A PRINCIPAL OR SUPERVISORY STAFF MEMBER OF THE FIRM)

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PRINTED NAME AND SIGNATURE OF AN OFFICER OF THAT FIRM, IF APPLICABLE



6402 Arlington Blvd., Suite 500  
Falls Church, VA 22042  
www.caionline.org  
(888) 224-4321  
Fax: (703) 970-9558