

# CAPS V2

## Knowledge Checks



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# Acknowledgments

## SUBJECT MATTER EXPERTS

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## **CAPS Module 1 – Client Services and Stakeholder Relations**

1. What are the key questions to ask in order to determine if you are acting in an ethical manner?
2. What are the key elements of the CAPS role?
3. What are property owners' most common goals?
4. What are the elements of a good financial strategy when working with a property owner?
5. How can you best communicate with owners?

6. What are the key components of a Management Agreement?



7. What property information should appear on a Property Information Sheet?
8. Which report is created in order to give a clear picture of how a property has performed for previous month, quarter, and year, and to link property performance to the owner's objectives?
9. As a CAPS, what should you look for in your review of an owner's report?

10. What are the major parts of an owner's report?
  
11. What's the key advantage, and key disadvantage, of government-sponsored loans?
  
12. What types of discrimination are prohibited by the Fair Housing Act?
  
13. What must a property do in order to comply with the Fair Credit Reporting Act (FCRA)?

14. What are the requirements of the Occupational Safety and Health Act (OSHA)?
  
15. What law requires that federally-assisted housing be readily accessible to and usable by individuals with disabilities?
  
16. What does Title I of the Americans with Disabilities Act (ADA) mandate?
  
17. What does Title III of the Americans with Disabilities Act (ADA) mandate?
  
18. What are the five major OSHA standards?

19. What are some ways to be sure a property complies with the Fair Housing Act?
  
20. What's the definition of a disability?
  
21. What are the accessibility requirements for all buildings built after March 13, 1991?

22. What is a property legally required to provide to make it “habitable”?
  
23. How can you best avoid habitability issues?
  
24. What crime deterrence measures should a CAPS coach a community manager to implement?

**25.** If a resident comes directly to you with a problem, what should you do or not do?

**26.** What are some ways to cultivate a relationship with the community?



## **CAPS Module 2 – Measuring Asset Performance**

1. What does NOI stand for?
2. What's a better way to grow NOI—reducing expenses or increasing revenue?
3. As a CAPS, what are the two things you need to start with when looking to address property performance issues?
4. How can you best identify factors that contribute to poor property performance?



5. What KPIs can best be used to evaluate a portfolio's performance?
  
6. What's Gross Potential Rent and how is it computed?
  
7. What's Gross Potential Income and how is it computed?
  
8. What's Operating Expense Ratio and how is it computed?

9. What's one good way to look for ideas as to how to address the issues causing the performance of low-performing properties?
  
10. What are some common reasons that a property's income or expenses should be worse than projected?
  
11. What do you need to know about evaluating a property's renewal conversions and turnover percentage?

**12.** How is Economic Occupancy calculated?

**13.** What are the most common ways a property can underperform?

14. What are some key questions to ask in order to determine how a property's performance can be improved?



1. What are the three things an owner will do with a property after investing in it?
2. What does "due diligence" mean?
3. How might a CAPS be involved in the due diligence process?
4. How does the due diligence process differ when undertaken for property acquisition vs. annual budgeting?

5. What are some key due diligence processes?

6. What are key items to research when doing a regional analysis?

7. What's the best definition of an "effective market area"?
  
8. What are the two things you should do in order to conduct a neighborhood analysis?
  
9. When doing a neighborhood analysis, what are the three key items to research?





12. As a CAPS, what do you need to do as part of an inspection?
13. What are the three things to look for in an inspection?
14. What's the role of a CAPS in an environmental assessment?

15. What are some key things to look for and review during a property exterior inspection?
  
16. Who should conduct a mechanical inspection?
  
17. What are some of the things you should look for when doing an interior inspection of an individual unit?

18. What questions should you ask yourself in order to best use inspection findings to make a property more marketable?
  
19. What are the steps in a rent roll analysis?
  
20. What's the purpose of a lease file audit?

- 21.** What can good resident profile data help you do?
  
- 22.** In order to analyze expenses, what three areas must you review?
  
- 23.** What are the two key questions that a due diligence report created for the purposes of property acquisition must address?

24. What are the seven key sections of a due diligence report?
  
25. What's the role of a CAPS in an ownership transition?
  
26. What should you look at when doing a feasibility analysis?
  
27. What's the role of a CAPS in property renovation?
  
28. What factors should be considered when deciding whether to sell a property?



## **CAPS Module 3 – Talent Development**

1. As a CAPS managing a team from a distance, what do you need to do in order to manage your teams successfully?
2. What things should you keep in mind when managing maintenance supervisors?
3. What are the three key elements of the part of employee cycle relating to hiring employees?
4. What are your options when an employee is not performing well?
5. What's the CAPS role in recruiting, interviewing, and hiring?
6. Where should you look for job candidates?



7. What should you look for, or not care about, when looking to hire a community manager?
  
8. What types of interview questions should you ask?
  
9. Should you ever hire a resident to work on a property?

10. What's the role of a CAPS in orientation, onboarding, and training?
  
11. What's the role of a CAPS in team building?
  
12. What are some red flags to watch for when evaluating a team?

**13.** What's the role of a CAPS in the mentoring process?

**14.** What's the role of a CAPS in the feedback/review process?

**15.** When and how should you give negative feedback?

16. When and how should you give positive feedback?
17. How can you best elicit good feedback from your community managers?
18. What's the CAPS role in discipline and separation?

19. When should you consider disciplinary action?
  
20. What's the role of a CAPS in involuntary separations?
  
21. When should you be thinking about retaining a good employee?
  
22. What does the CAPS role on the seller's side of a sale involve?
  
  
23. What does the CAPS role on the buyer's side of a sale involve?



## **CAPS Module 4 – Leadership**

1. What are the 4 Cores of Credibility?
2. What type of rewards are psychological rewards given to employees for doing meaningful work and performing it well?
3. What does the acronym SMART Goals stand for?
4. What are the Three P's for goal setting?
5. True or False: mentoring is ongoing and relationship-oriented?
6. What does the acronym in the SBI model stand for?
7. Is mentoring task or relationship oriented?
8. In what type of setting should you provide constructive feedback?
9. When should corrective action occur?
10. What are 4 ways to reward initiative?







3. Why would an investor choose a mortgage to finance a real estate investment?
  
4. What's a mortgage note?
  
5. What is receivership?
  
6. What does a CAPS handle when a property is in receivership?

7. What are the primary types of mortgage loans?
  
8. What is loan-to-value ratio and how is it computed?
  
9. What does a low LTV ratio mean to a lender?
  
10. What is debt coverage ratio and how is it computed?

11. What does a low DCR ratio mean to a lender?
  
12. What's the role of a CAPS in budgeting?
  
13. What are the three main types of budget and when are they used?
  
14. As a CAPS, what do you need to do in order to best coach your community managers regarding budgets?

15. What are the three fundamental budgeting steps that you need to coach on?
  
16. What is budget re-forecasting and when should you do it?
  
17. What are the differences between accrual-basis accounting and cash-basis accounting?
  
18. What is EGI?
  
19. What is NOI?

20. What are the two types of operating expenses?
  
21. What are the common ways that property management software presents operating expenses?
  
22. What is ROI and how is it computed?
  
23. What is cash-on-cash return and how is it computed?

24. What are the two key questions that a financial analysis of a property answers?
  
25. What document explains how a property has performed over a period of time?
  
26. What document explains the current status of a property at a particular point in time?
  
27. What's a general ledger?
  
28. What's a budget variance?

**29.** What's the role of a CAPS with regard to budget variances?

**30.** How do you analyze variances?



31. What's the definition of "property value"?
32. Why would a CAPS need to understand the value of a property?
33. What are the three main approaches to property valuation?
34. What is the cost approach?
35. What's the sales comparison approach?
36. What's the income capitalization approach?
37. How do you compute an income capitalization rate (cap rate)?

