



Introduction and Overview

In 2012, the Building Owners and Managers Association (BOMA) of San Francisco Foundation began a Commercial Real Estate (CRE) Workforce Development Initiative, an exciting new education and training program to connect low-income youth of color with access to higher education opportunities and well-paying jobs in a large sector of our regional economy.

The project was initiated in response to current and projected labor market demand for qualified workers, and the need for diversity in property management positions. BOMA San Francisco has established a collaborative partnership with Juma Ventures (one of the leading youth development organizations in San Francisco) to:

- Reach out to traditionally under-represented minorities (particularly African American and Latino youth) beginning at the high school level
- Educate them about the jobs and career paths in this growing sector
- Open matched college savings accounts
- Provide paid summer internships, job shadowing and mentoring within the many CRE companies in the San Francisco Bay Area
- Recruit them for a college-level professional training program located at San Francisco State University--one of the most diverse campuses in the country
- Place them in well-paying jobs in the CRE sector, with a career path, and benefits

The initiative serves the economic needs of low- and moderate-income Bay Area students while simultaneously providing our commercial property industry with a qualified, diverse, and work ready supply of CRE professionals—a major labor market demand in our regional economy. According to RHR International, half of the senior commercial real estate executives and others who help run commercial buildings will soon retire.

The centerpiece of the Initiative is a CRE certificate program at the San Francisco State University College of Business, where economically-disadvantaged students from San Francisco and Alameda counties receive scholarships (underwritten by Bay Area firms) to learn the practical skills they need to operate and manage a commercial building. The program includes wrap-around support services such as academic/career advising, ten-week paid internships, and placement into jobs at starting salaries of between \$40,000 to \$50,000, with benefits.

This program will act as a model for other CRE trade associations to follow in filling labor shortages across the state and country, as well as for potential public-private partnerships in a wide variety of sectors of the economy. The pilot program has the potential to be expanded, and replicated at other CSU campuses such as San Jose State and Cal State East Bay.

Mission, History, and Accomplishments

Conceived in 2011, the **mission** of [BOMA SFF](#) is to *promote, sustain, and strengthen the CRE industry in San Francisco through education and workforce development*. In order to address the employment and training needs of our industry, our highest priority is to expand and diversify the CRE workforce by recruiting, training and retaining top quality talent from communities that do not have access to or knowledge about these economic opportunities.

Towards that end, in the fall of 2012 BOMA SFF partnered with the [San Francisco State University College of Business](#) to launch a Certificate Program in Commercial Real Estate—the first of its kind California. The course of study includes academic and practical instruction needed to secure employment in the field. With industry leaders as instructors, students learn the fundamentals of CRE, business accounting, and the core concepts and skills to work within the sector in various capacities. With an initial commitment of \$70,000 per year for three years from BOMA SFF, the college designed the curriculum, brought on SF State Business School professors aligned with industry leaders to teach the academic portion of the program and provide field trips, etc., and hired a student advocate to assist with career development.

SFSU was selected to deliver the curriculum of this pilot project because of its ethnic diversity and high quality programs. 69% of students receive financial aid, grants or scholarships, many of whom are the first in their family to enroll in college. It serves many non-traditional students including veterans, transfer students and single working moms. According to the 2013 edition of U.S. News & World Report's annual "Best Colleges" rankings¹, SF State is one the top masters-level universities in the Western U.S. for economic and racial mix. Like CRE, their Business School has partnered with local companies to create a successful Hospitality and Tourism Management Program.

In its first academic year, over 100 students were served through the [certificate in commercial real estate program](#). The program's four core real estate classes have been oversubscribed, reflecting a hunger for practical coursework that leads to careers. Thanks to individual donations from members of BOMA San Francisco, SF State was able to offer scholarships to low-income students enrolled in the new CRE Certificate Program. The BOMA-funded student liaison has provided support to ensure that students not only complete the program but also access internships and employment opportunities. All but one of the program graduates thus far have landed jobs in the CRE field, including the Presidio Land Trust, CNA Commercial Property, and Prologis. 160 students are enrolled in CRE coursework, and 26 have already signed up for the CRE certificate this semester.

BOMA has an MOU with [Juma Ventures](#), an award-winning youth development organization that has perfected a model for training and employing thousands of very low-income students through social enterprise. The mission of Juma Ventures is to break the cycle of poverty by ensuring that young people complete a four-year college degree. In addition to their successful youth-run ballpark concessions contracts, Juma recruits high school sophomores and juniors and provides them with mentoring, summer internships, financial literacy, [matched college savings accounts](#) and academic support to ensure that they not only stay in school but access

¹ SF State is ranked sixth place on the magazine's diversity index, which measures the proportion of minority students in the student body.

higher education. 100% of their participants finish high school and 97% enroll in college. Since 1993, Juma has helped more than 4,000 young people earn over \$4 million in wages and save more than \$2 million for higher education.

Problem and Opportunity Statement

Demand for CRE Managers. The regional CRE industry is facing a serious talent deficit. Over the next five years, commercial real estate will lose 50% of its large workforce due to employee retirement. As the Baby-Boom generation ages out, an increasing number of new openings will become available in property management, facilities management, tenant administration, asset and portfolio management, real estate leasing brokerage, construction management, building engineering, etc. We estimate that our local industry will need to recruit approximately 10,000 to 13,000 qualified workers over the next five years just to keep up with the demand.

A Growing Sector. The occupational outlook for property, real estate, and community association managers is bright (U.S. Department of Labor Bureau of Labor Statistics). There were approximately 300,000 of jobs as of May 2012, with 12% rate of projected growth over the next decade. The median pay for those who take care of the many aspects of residential, commercial, or industrial properties for 2012 was \$52,610 per year, or \$25.29 per hour. According to the BLS, "Job opportunities should be best for those with a college degree in business administration or real estate and for those who obtain professional certification."

Direct Pipeline to Potential Employers. What sets this program apart is its direct connection to industry. BOMA SFF is the sister organization of BOMA of San Francisco, a 104-year old trade association with over 1,500 active members in the CRE industry, from the Shorenstein Company to Cushman & Wakefield. BOMA is committed to giving CRE program graduates the opportunity to interview for and be hired in an entry-level job with average starting wages of between \$19-\$24/hour. Armed with a B.S. in Finance with a certificate in CRE, new hires will also be put on path for promotions within these companies and throughout the sector.

The Need for Diversity. BOMA SF members represent an office building industry comprising more than 187 million square feet of commercial space within the San Francisco metropolitan area, contributing close to \$4 billion to the area's economic engine per year and proving 26,633 jobs at the local level. In the Bay Area, which like California as a whole has experienced a rapid demographic transformation as a majority minority region, CRE employers are hungry for a pool of qualified applicants of color to draw from for its many job openings. Having property managers that reflect the tenant population is simply good business.

Barriers to Training/Employment. One of the challenges to achieving this objective, however, is the lack of traditionally under-represented minorities in the business, finance and accounting disciplines. Although East Asians are over-represented in these degree programs, African American, Tribal, and Spanish-Speaking populations are far less likely to pursue paths in the financial management and accountancy professions. In many cases, these communities of color are simply not familiar with the CRE industry, and lack exposure to adult mentors employed in business management positions. And given the fact that finance is one of the hardest undergraduate majors, black and Latino students tend to weed themselves out and instead elect to matriculate into the social sciences (e.g. ethnic studies and poli-sci).

Another major barrier to CRE certificate program enrollment and diversity in the field is the tuition. Many lower-income minorities choose to work rather than pursue a four-year degree because of the increasing cost of a college education in America, and the limited amount of financial aid (other than student loans) available. Currently the BOMA-funded scholarship grant only covers one semester of study in a four-semester program (i.e., \$3,500 is only half of the annual tuition of \$7,000), and that does not include other living expenses such as housing.

BOMA SF and SFSU College of Business have developed a strategy to address these challenges.

Activities

With support, the CRE initiative will serve the economic needs of low- and moderate-income Bay Area students while providing our commercial property industry with a qualified, diverse, supply of CRE professionals—a major labor market demand in our regional economy.

BOMA SF Foundation's CRE Workforce Development Initiative includes:

- Outreach and recruitment in communities of color, providing exposure to potential career opportunities in the business, accounting/finance and real estate sectors;
- University scholarships for a cohort of 12 economically disadvantaged students (towards tuition, books, supplies, transportation) for two years of upper-division coursework;
- Instruction for 160 college students in commercial real estate using a practical, comprehensive curriculum designed by industry leaders to prepare CRE managers;
- Job shadowing, field trips/career tours, mentoring and internships at CRE companies for both high school and college students;
- Counseling, career/academic advising, and peer support from industry professionals;
- Soft skills and job readiness training (interviewing, conflict resolution, etc.); and
- Job placement into entry-level positions on a CRE career track.

In the year ahead, BOMA SFF will continue to deliver its innovative model for workforce development, combining a unique combination of corporate, academic, nonprofit, and philanthropic partners to provide high-quality education and training individuals who wish to enter the growing field of commercial real estate management. With ongoing mentorship from senior members of the CRE profession and the individualized support from the BOMA-funded Student Advocate and Juma staff members (Youth Development Coordinator, College Coach, [CollegeSet](#) Project Manager), the CRE Workforce Initiative will provide an array of academic advising and career counseling supports to ensure that low-income youth of color enroll in and complete the intensive program.

CRE program graduates will emerge with a bachelor's in science degree in business administration with a concentration in finance from one of the leading universities in the Western United States, and an industry-certified credential in commercial real estate. Through a hands-on training program, graduates will be prepared to operate and manage commercial buildings, and will be placed in paid CRE internships and jobs with excellent compensation, benefits and a career path.

In order to be effective at recruiting African American, Latino, Native American and Southeast Asian students to participate in the CRE workforce project, BOMA SFF and SF State also recognize the need to educate young people of color starting from the middle school level and through high school to A) consider going to college, then B) select business as a major, and then C) to choose the CRE concentration. Towards that end BOMA is seeking funding specifically to hire trained outreach staff to forge relationships with public schools and community-based organizations in low-income communities of color, from West Oakland to Bayview Hunters Point. Our off-campus strategy also includes promoting the program to prospective transfer students at junior colleges in the region, including City College of San Francisco and Diablo Valley College. These outreach workers will raise awareness about the CRE career, and the potential advancement opportunities in this growing field.

A key element for the BOMA SF Foundation outreach and recruitment strategy will be its new partnership with Juma Ventures. Like SF State, Juma's target population mirrors the diversity needed within the commercial real estate industry: 36% of Juma youth are African American, 23% are Latino, and 29% are Asian; 57% are female; half are 17-19 years old, and 44% are between the ages of 20-22. Modeled after Juma's partnership with the construction industry in which college students of color are placed in paid internships at companies such as Cahill Contractors and the Jon Stewart Company, BOMA SFF will work with Juma Ventures to:

- Broaden early exposure and enthusiasm among high school youth (sophomores, juniors, seniors) about the CRE profession via career tours, guest speakers and job shadowing;
- Channel high-potential Juma youth to engage in SF State's College of Business and certificate in commercial real estate program (See Appendix C for details);
- Place Juma college students into 6 to 10-week paid internships within CRE companies;
- Provide help with applying for college and financial aid (college coaching), matched savings accounts, and job readiness training (including résumés/interview prep).

Once the pilot is fully operationalized, BOMA will work with Dean Oubre and SFSU's peer organizations in other regions of California to expand the pilot project to Cal State East Bay in Hayward and San Jose State. With BOMA associations in Greater Los Angeles, the Inland Empire, Orange County, Sacramento, and San Diego, in the long-term this unique public-private partnership, initiated and driven by local industry, has the potential to be replicated across the state, and eventually the nation.

The total cost of the proposed program is \$276,000. Expenses include hiring a full-time project coordinator to conduct outreach, arrange internships and manage volunteers; the on-site student services advocate for career and academic advising; lecturers; and scholarships for twelve students. BOMA SF Foundation is requesting \$25,000 from the Gellert Foundation. Funds from the Gellert Foundation would be used to underwrite the cost of the partnership with Juma Ventures, providing the staff support we need to engage at-risk high school youth of color in a career awareness strategy that includes paid summer internships, career tours, job shadow days, and support with saving and applying for college. The robust college-level program will include career and academic counseling for Juma students, and paid 10-week CRE internships. We invite you to be part of this exciting and ground-breaking initiative.

CAREERS

Commercial Real Estate Industry

Asset Management

- Portfolio Managers
- Investment Managers
- Investment Analysts
- Asset Mgr.
- Marketing Mgr.
- Leasing Mgr.
- Brokers
- Property Management
- Facilities Management

Development

- Urban Planning
- Civil engineering
- Consulting
- Construction
- Project Management
- Governmental

R.E. Professionals

- Valuation and Advisory
- Financial Services
- Architects
- Legal Services
- Service Providers
- Security
- Engineering
- Janitorial
- Landscaping

Appendix B: Description of SF State CRE Certificate Program

Earn your certificate in commercial real estate through San Francisco State University's Finance Department.

BOMA SF seeks new talent in the commercial real estate industry, and that new talent could be you!

BOMA SF Foundation Partnership

The Building Owners and Managers Association, San Francisco Foundation (BOMA SF Foundation) has partnered with San Francisco State University, providing support for several courses in commercial real estate. Students earn a Bachelor of Science degree in business administration with a concentration in finance, and a certificate in commercial real estate.

According to BOMA SF Foundation, "One of the most demanding issues facing the commercial real estate industry today is how to replace a large aging workforce soon to retire."

Career Opportunities Await

Exciting jobs with great compensation and many opportunities for career advancement are available in the commercial real estate industry, including property management, facilities management, asset and portfolio managers, real estate leasing and brokerage, and building engineering.

Earning a certificate in commercial real estate from San Francisco State gets you one step closer to job-readiness.

BOMA International has created a PDF brochure about careers in commercial real estate ([PDF](#))

More than just a new curriculum

BOMA SF Foundation's partnership with SF State not only offers new curriculum, but also provides guest lecturers, and supports students with scholarship opportunities, mentorships, as well as internships. Students are also strongly encouraged to attend BOMA SF events off campus. This partnership provides students with a large network of commercial real estate professionals.

Certificate Requirements

To earn the certificate, students must:

- earn a B.S. in Business Administration with a concentration in Finance, and
- complete the following four real estate courses

Courses for the Commercial Real Estate Certificate

Course	Title
FIN 365	Real Estate Principles
FIN 370	Fundamentals of Real Estate
FIN 371	Commercial Real Estate Financial Management
FIN 372	Commercial Leasing and Development

Scholarships

Three scholarships are to be awarded for the 2014-2015 academic year. Each scholarship awarded is in the amount of \$3,500. For information on how to apply, see [BOMA SF Foundation Scholarships](#).

BOMA SF Foundation

The BOMA San Francisco Foundation is a tax-exempt, 501(c)(3) charitable organization dedicated to addressing the employment and training needs of the commercial real estate (CRE) industry. Their mission is to expand and diversify the CRE workforce by recruiting, training and retaining top quality talent. [Learn more about BOMA SF Foundation](#)

Appendix C: Juma Ventures/BOMA Partnership Strategy



Program Progression Chart

