



# Urban Alliance Residential Real Estate Property Management Pathway

Opening Doors for Young People of Color  
Across the National Capital Region

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# The Problem

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Systemic racism prevents equal access to economic opportunity, including to the paid work experiences, skills training, and professional networks that underserved young people need to achieve economic mobility.



## Youth Disconnection

1 in 9 youth (ages 16-24) are neither in school nor working, leading to \$1 trillion in economic costs from lost wages, unfilled jobs, and more. During COVID-19, this number has nearly doubled, with many youth relying on paychecks to support themselves and their families.

## Generational Poverty

Reduced access to economic opportunity in low-income communities makes it much harder to break cycles of poverty.

## Lack of Diversity

70% of jobs are found through professional networks. Unequal access to these networks leads to a less inclusive and less diverse workforce, impacting companies' bottom line.

## Talent Gaps

Employees with soft skills such as time management, self-accountability, and strong communication are worth \$2k more annually than those without them, but employers report difficulty recruiting such talent. Unequal access to the training and professional experiences that enable underserved youth to develop these skills contributes to talent shortages, threatening employers' competitiveness and impacting our economic sustainability.

# The Urban Alliance Solution

*Urban Alliance believes that all young people -- no matter their race, ethnicity, or socioeconomic background -- deserve equal access to the skills training, paid work experiences, and professional networks needed to achieve economic mobility.*



We are building a diverse next-generation workforce by providing job skills training, mentoring, and paid internships to young people of color during high school. Since 1996, we've provided over 5,700 internships to underserved youth across Washington, DC (including Montgomery County and Prince George's County, MD), Northern Virginia, Baltimore, Chicago, and Detroit.

We fight for equity by empowering students to access upwardly-mobile careers, expanding their idea of what's possible for the future while supporting the development of diverse talent pipelines and preventing disconnection from school or the workforce.

In partnership with more than 250 employers, we level the playing field for young people of color by equipping them with the tools to overcome the systemic barriers that prevent them from equitably accessing economic opportunity.

# HOW IT WORKS: OUR CORE PROGRAM

*Our signature High School Internship Program provides skills training, mentoring, and paid internships to underserved high school seniors who are at risk of disconnecting from school or the workforce to provide them with the tools to remain connected to economic opportunity.*

**PAID  
INTERNSHIPS**



**SKILLS  
TRAINING**



**ONE-ON-ONE  
MENTORING**



**POST-HIGH  
SCHOOL PLANNING**



**LIFELONG  
GUIDANCE**

Up to 500 hours of paid professional internships at local employers over 6 months; Interns can earn up to \$7,500

About 100 hours of soft skills, financial capabilities, and basic digital literacy training with options for industry-specific technical skills training

Dedicated mentoring from caring adult professionals: a UA Program Coordinator and an on-the-job supervisor

Coaching to ensure that students enroll in college, secure living wage work, or participate in continued career training post-program

Post-program coaching in post-secondary enrollment/persistence and career attainment/retention

# Student Demographics

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Nearly 80% of interns use their UA paychecks to contribute to household expenses



Almost 60% of interns would be first-generation college students



1 in 3 interns speak a language other than English at home



40% of interns did not have a bank account upon entering the program



99% of interns are students of color



91% of interns qualify for free or reduced-price meals





# National Real Estate Partners

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*Although 80% of Urban Alliance youth typically enroll in college after high school, a growing share of students are opting to pursue **full- or part-time work** after graduation to support themselves and their families, securing employment at companies such as Bank of America, Bedrock Detroit, and Quicken Loans, among many others. We expect this share of students to increase during these critical times, as the pandemic has disrupted post-secondary plans and laid bare pre-existing racial and socio-economic inequities across our country, especially in communities of color, where Black and Latinx people are dying at sometimes five times the rate of white people.*

*The residential real estate property management industry has a **high concentration of entry-level jobs with low barriers to entry**. At the same time, "more households than ever are renting their homes; today's residents are more diverse than ever before; and they have higher expectations for the place that they call home," according to the Pew Research Center.*

*Through partnership with Urban Alliance, residential real estate property management employers can ensure that their entry-level jobs are **accessible** to talented young people of color who are usually the most excluded from economic opportunity and are keen to work within their own communities.*

# Property Management Market Analysis

**Market Size (all segments, 2020):** \$88 billion annual revenue

**Total Number of Businesses (all segments, 2020):** Almost 293k

## Residential Property Management Projected Growth:

- "Although demand from residential markets is expected to be affected as tenants potentially move out or fail to pay rents, [...] the industry is structurally resistant to economic downturns. [...] When the national economy struggles, the homeownership rate tends to decline as consumers and lenders remain cautious, creating demand for rental markets, and therefore, property management." Despite historically low interest rates, residential property management is expected to be fairly insulated from the economic volatility caused by COVID-19.

## Other Key Trends:

- More U.S. households are headed by renters than at any point since 1965, with Black and Hispanic households continuing to be about twice as likely as white households to rent their homes.
- Over the last decade, rental vacancy rates in the Northeast dropped to about 5%, reflecting increasing demand for rental units.



# The Talent Problem for Residential Property Management

The residential property management industry struggles to achieve diversity in leadership position and retain qualified diverse workers, resulting in more than 35% turnover among entry-level roles. Regional employers are seeking solutions to more *equitably* develop diverse talent in their communities.

## HIGH ENTRY-LEVEL TURNOVER RATES

There are consistently high turnover rates among key entry-level roles, including 30% for leasing agents and 40% for maintenance technicians.

## KEY DRIVERS

In DC, some employers experience an almost annual turnover rate for certain positions. For many employers, this turnover is driven by voluntary employee departures that are usually caused by slightly higher-paying and/or more geographically proximate job opportunities.

Employee Turnover Rate	Overall Rate	Senior Executive	Regional Executive	Onsite Manager	Onsite Leasing	Onsite Maintenance
2010 Average	28.6%	4.1%	6.7%	18.3%	27.8%	33.5%
2011 Average	30.0%	4.7%	7.1%	20.1%	29.9%	35.2%
2012 Average	31.0%	4.6%	7.7%	20.8%	30.3%	35.6%
2013 Average	31.7%	4.5%	7.9%	21.5%	30.8%	35.8%
2014 Average	32.4%	4.7%	8.1%	22.3%	31.3%	36.6%
2015 Average	32.2%	4.7%	8.0%	22.1%	31.2%	36.4%
2016 Average	31.9%	4.8%	7.9%	21.7%	30.7%	37.0%
2017 Average	32.8%	5.2%	8.2%	22.4%	31.9%	38.0%
2018 Average	33.3%	5.4%	8.7%	22.8%	32.6%	38.9%
2019 Average*	32.7%	4.9%	8.4%	22.5%	31.9%	39.2%
* projected						

Source: CEL & Associates, Inc.

# The Equity Problem for Young People in the DC Region

DC's recent revitalization has resulted in [rapid urban growth](#) that has [not equally benefited all residents](#). Prior to the start of the pandemic, there was a [30% poverty](#) rate in Southeast DC, an almost [12% unemployment](#) rate in Ward 8, and continued [displacement of long-time residents of color](#).

DC's youth unemployment rate has risen dramatically during COVID-19, with 17% of young people ages 16-24 currently without access to critical income, an increase of almost 7% since this time last year. For youth ages 16-19, the unemployment rate is even higher at an estimated 30%. And nationally, the [youth unemployment rate doubled](#) during the first half of 2020 given the pandemic.

#### Linked Sources:

- Urban Land Institute: ["District of Cool: Developments Transforming the Nation's Capital"](#) (September 2019)
- DC Department of Employment Services: ["Ward Labor Force, Employment, Unemployment and Rate, December 2019"](#)
- Mathematica: ["COVID-19 and Youth Unemployment in Selected Metro Areas, January 2019-June 2020"](#)
- U.S. Department of Labor: [Current Population Survey](#)





# The Equity Problem for Young People during COVID-19

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Young people of color (ages 16-24) are especially vulnerable and the most likely to suffer from the long-term economic consequences of the pandemic, just as they were during the 2008 recession.

Now more than ever, young people of color need [equal access to economic opportunity](#) through skills training, paid work experiences, and mentoring.

The proposed [Residential Real Estate Property Management Pathway](#) advances the fight for [racial justice](#) by reducing the barriers that systematically prevent talented young people from accessing upwardly-mobile, living wage jobs in their own communities.

*Linked Source: Measure for America: "A Decade Undone: Youth Disconnection in the Age of Coronavirus" (June 2020)*



# The Opportunity

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In partnership with real estate employers, Urban Alliance is piloting in Fall 2020 the [Residential Real Estate Property Management Pathway](#): a three-year program that will prepare 120 underserved high school seniors (40 annually) to become competitive candidates for entry-level residential property management jobs after high school. This pilot will initially focus on the National Capital Region.

In DC, where many jobs require advanced degrees for professional advancement, [residential property management affords young people of color a unique opportunity to access an upwardly-mobile, living wage career within their own communities](#) given the concentration of jobs with low barriers to entry across the industry.

This pilot program will advance broad community needs by increasing access to economic opportunity among youth who are traditionally the most excluded, while supporting participating employers with lowering turnover costs and increasing retention as they invest in lowering barriers for the next generation workforce.



# Pilot Details

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The Pathway provides underserved high school seniors who are most at risk of disconnecting from economically-mobile pathways with:

- 100 hours of [training in soft skills, basic digital literacy, and financial capabilities](#)
- 30-50 hours of [industry-specific skills training](#) in real estate property management
- Up to 500 [hours of paid internships](#) at local employers
- Dedicated [coaching and mentoring](#)

The program operates from September to July annually to provide sufficient time for youth to develop and apply critical skills, and allows interns to earn both an [industry-recognized credential](#) and up to [\\$8,000](#) in wages.

Interns who complete this program will be well-positioned to become productive employees given their upfront training, and remain on staff longer than the average entry-level team member given continued coaching and other supports post-program. At least 50% of each annual intern cohort is projected to apply for entry-level jobs at their internship sites immediately post-program.





## Spotlight: Industry-specific and certification-based training

Urban Alliance will provide [industry-specific and certification-based training](#) in foundational skills primarily for residential leasing and maintenance roles, including in topics such as customer service; anatomy of a lease; marketing; proficiency in commonly-used software; and conducting repairs related to HVAC, electrical, lock and key, painting, and appliances.

Urban Alliance is exploring [strategic partnerships](#) with Virginia Tech and the National Apartment Association (NAA) to effectively deliver this industry-specific training per best-in-class standards. Urban Alliance plans to leverage this training, which is [most scalable component](#) of the pilot, to serve more students year-over-year.



# INVESTMENT OPPORTUNITY

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The Residential Real Estate Pathway will serve **120 students over three years** (40 annually). Urban Alliance is seeking a total of \$2.17 million from employers and philanthropy over the same period to cover intern wages, more intensive training and case management costs, external expertise in delivering industry-specific training, and ongoing coaching. Costs include \$18,000 per student, which covers about \$8,000 in intern wages and \$10,000 in intensive training and case management costs, external expertise in delivering industry-specific training, and ongoing coaching.

Employers = \$1.13 million over three years to cover 90 students

Philanthropy = \$1.04 million over three years to cover 30 students

Prospective Partners Include: JBG Smith, The Bozzuto Group, Penzance, Bernstein Management, Artemis Real Estate Partners, Borger Management, Brookfield Asset Management, Gates Hudson, Horning Brothers Company, Keener Management, Redbrick LMD, DC Housing Authority, Camden, EDENS, Avalon Bay, Equity Residential, Kettler, Bell Partners

Prospective Philanthropic Partners Include: Diane & Norman Bernstein Family Foundation, National Apartment Association, Fannie Mae, Blackstone, KKR, The Carlyle Group, Walker & Dunlop

# APPENDIX

# RESIDENTIAL PROPERTY MANAGEMENT PILOT TIMELINE

## September to December:

High school seniors complete pre-internship soft skills, financial capabilities, and basic digital literacy training plus industry-specific, certification-based training in real estate property management technical skills (to be delivered virtually due to COVID-19); Employers appoint on-the-job supervisors ("mentors") and UA provides mentor training

## Early June:

High school graduation

## Late July:

End-of-year celebration; Interns complete capstone project and conclude internships

## January - May:

Interns work part-time (12 hrs/week, Mon-Thurs), continue professional development training (Fridays), and receiving coaching in post-high school planning

## June - July:

Interns work full-time (32 hrs/week, Mon-Thurs), continue professional development training (Fridays), receive coaching in post-high school planning, and prepare capstone project

## August and Beyond:

Program alumni receive coaching in career attainment/retention and college persistence



# Employ youth today to build tomorrow's workforce.

*Employer partners provide a meaningful work experience. Urban Alliance handles the rest.*

## Employers provide:

- Up to 500 hours of paid internships
- A member of their team to serve as each intern's supervisor, assigning meaningful tasks and guiding interns professional development ("mentor")
- An \$18,000 fee for service per intern to cover about \$8,000 in intern wages, and \$10,000 in intensive training and case management costs, external expertise in delivering industry-specific training, and ongoing coaching

## Urban Alliance provides:

### STUDENT BENEFITS

- About 150 hours of pre-internship and ongoing training for interns in professional and industry-specific technical skills
- Laptops, internet access, and other tools to support interns' success in remote environments

### EMPLOYER BENEFITS

- A Senior Program Coordinator to provide 24/7 on-demand case management for both interns and their supervisors who can access Urban Alliance staff any time, much like a hotline
- 5-10 hours of pre-internship and ongoing training for intern supervisors in mentoring best practices
- An online mentoring portal for intern supervisors with a resource library that includes sample assignments, tips for getting started, proven solutions for troubleshooting common issues, and asynchronous modules to augment interns' skills development
- Recognition opportunities for intern supervisors to celebrate their commitment to the partnership and a diverse next generation workforce
- Promotional opportunities for employer partners via social media platforms, op-eds, and other communications strategies
- Payroll and liability coverage by serving as interns' employer of record



# EMPLOYER BENEFITS

Through partnership with Urban Alliance, employers can:

- Bolster **diversity, equity, and inclusion** (DEI) efforts
- Develop a **diverse entry-level talent pipeline**
- Increase **capacity and productivity** with intern support
- Provide emerging leaders with **management experience** through internship supervision
- Participate in additional **volunteer opportunities** (e.g., job shadowing, career panels, virtual networking)
- Incorporate a broader range of viewpoints for **increased creativity**
- Boost **employee morale and retention**
- Provide **impactful mentoring** to local youth
- Participate in meaningful **corporate social responsibility**
- Access UA's **alumni network**, comprised of thousands of diverse and qualified young workers

# National Outcomes and Impact

76%

of intern supervisors (mentors) would recommend their intern for an entry-level, full-time position at their organization

86%

of mentors would participate in the program again

92%

of mentors would recommend the program to a colleague



80%

of program alumni remain connected to economically-mobile pathways (college, living-wage work, career training) one year post-program

100%

of program alumni graduate from high school

90%

of program alumni are accepted to college

92%

of program alumni demonstrated skill growth

96%

of program alumni reported increased professional confidence

*Urban Alliance is one of only two percent of nonprofits to complete a randomized controlled trial (RCT). Our first RCT showed a statistically-significant impact on college attendance for both male and mid-GPA students, as well as the development and retention of critical soft skills for students who completed our core program. We are currently undergoing a second RCT.*

# Timeline, Dosage, and Proposed Metrics for Residential Real Estate Property Management Pilot

## Three-Year Program Timeline:

Year 1 (2020-2021): *due to COVID-19, adjusted schedule*

October 2020 - January 2021: pre employment training

February 2021 - July 2021: internships and ongoing training

Years 2 and 3 (2021-2022 and 2022-2023):

September - October: pre employment training

November - July: internships and ongoing training

## Dosage & Proposed Metrics:

*Assuming sufficient revenue from employers and philanthropy to support 40 internships annually, UA will aim to:*

- Recruit at least 45 underserved high school seniors for pre-employment training
- Provide at least 85% of these students with approximately 100 hours of training in soft skills, basic digital literacy, and financial capabilities
- Provide at least 85% of students with approximately 20-50 hours of industry-specific technical skills training relevant to residential real estate property management (target certification-based training, as possible)
  - Aim to provide approximately 70% of these students with training in skills required for entry-level leasing roles and 30% with training in skills required for entry-level maintenance roles
- Provide 40 students with up to 500 hours of in-person or virtual paid internships at local residential real estate property management employers over six to nine months (“Interns”)

# Proposed Outcomes for Residential Real Estate Property Management Pilot

## Immediate

- At least 80% of Interns will complete the program
- 100% of Interns who complete the program will graduate from high school on time
- 100% of Interns who complete the program will have a post-high school plan to enroll in a two- or four-year college, secure full- or part-time work, or participate in career training post-program
- At least 80% of Interns will demonstrate growth in soft skills tied to increased educational and career attainment (measured via at least two performance evaluations during the program)
- At least 80% of Interns will demonstrate growth in industry-specific technical skills required to succeed in entry-level residential real estate property management leasing or maintenance roles (measured via at least two performance evaluations during the program)
- At least 50% of Interns will be “interview eligible,” meaning that they will meet the baseline qualifications for entry-level jobs (i.e., if the Intern applied to a job in this field via another avenue, they would be qualified for an interview)
  - *Note: The criteria for achieving “interview eligible” status will be determined in collaboration with employer partners and industry experts*
- At least 80% of Intern supervisors (“mentors”) would refer their Intern for full- or part-time entry-level employment at their employer if a relevant position were available
- At least 85% of mentors would recommend that their employer partner with Urban Alliance again
- At least 85% of mentors would refer the program to a colleague

## Within six months

- At least 30% of Interns who complete the program will be offered entry-level positions at real estate property management employers, as determined by job availability

## Within one year

- At least 80% of Interns who complete the program will enroll in two- or four-year college, secure full- or part-time work, or participate in continued career training
- At least 50% of Interns who complete the program and are hired by real estate property management employers will perform well or above-average, as determined by employer survey

## Within two years

- At least 50% of Interns who are hired by real estate property management employers will remain employed by that company, as determined by program alumni and employer survey