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Developments is published for: **BOMA Oakland/East Bay** 1000 Broadway Blvd Ste 200K Oakland, CA 94607-4040 (510) 893-8780 www.bomaoeb.org

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PUBLISHED JUNE 2012 B0E-A0011/7249



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Leadership 101

By Melody Thebeau President, BOMA Oakland/East Bay

hat makes a good leader a great leader? Let's go back to the basics. Interestingly enough, as technology and management systems infest our new world, it becomes clearer that there is a need to remind our people that our foundation is still built around a customer culture that will always remain a core focus. Good leaders provide direction. They guide, influence, and support the people on their team and throughout their organization. As the groundwork is laid and the vision, values, and mission becomes clearer, leaders continuously ask customers, external partners, and their internal partners how they can harness and improve the organization's core technologies, processes, and systems to meet everyone's needs. Strong leaders then establish goals and priorities that work to close the gap between what is wanted and what is delivered.

Growth and development is also a necessary doctrine of leading your team. Teams have good successes through the strength of individual contributors but have great results in a collaborative environment where the end goal is met through the collective effort of all. Leaders plan forward. They look at all challenges as opportunities. Leaders embrace change and step outside of their comfort zone often. Mistakes are made and lessons are learned. Just when you refuse to do it again, you do it again. Good leaders teach their team members to own their mistakes, learn from them, and let them go. Chalk it up to life's experiences. They empower their people with an adequate amount of authority to promote confidence and self reliance. A strong leader then invites their team members to take it up another notch and think outside of the box. My favorite term is to "reach."

Unfortunately, pleasing all of the people all of the time is desired but never practical. There's an old military saying, "Amateurs talk tactics; professionals talk logistics." In other words, great ideas are only as good as your ability to achieve them. Many organizations painstakingly develop great plans but fail to provide a structure to oversee the process. This is where our leaders of the future can benefit from being on the team that was part of the plan. Ha! How does this translate? Grow your people. Include them in the process.

Have you ever experienced a moment where a set of circumstances brought you to a place in time that you had not planned to experience and something profound occurred that changed the direction of your path? Your first reaction might have been to turn back because the territory was unfamiliar but your intuition guided you

GOOD LEADERS TEACH THEIR TEAM MEMBERS TO OWN THEIR MISTAKES, LEARN FROM THEM, AND LET THEM GO.

to learn the lesson intended. I have yet to meet a leader that has not had such an experience. That moment in time opens your mind to what is possible. It is a place that grants you the opportunity to experience a situation with a greater insight. The message becomes clearer and you realize that this set of circumstances has occurred for reason. Interestingly enough most leaders have a greater awareness of one's self and the ability to see the big picture. It is this demarcation in time that delineates the leader from the pupil.

Finally, the potential for crisis today is more prevalent today than in years past. A crisis is not forgiving. Change, like crisis, is inevitable. Bad things also happen to good people. My response to crisis, which my kids have heard me chant time and time again, "There is no way out of it but through it." Recognize and accept the reality of the crisis. Move quickly and decisively. See the situation as a challenge and an opportunity. Emphasize the value of mentoring and do not hesitate to seek outside help. Most importantly, lead in front by being visible and in charge. Your team will feel a greater ease just to know that you are there.



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East Bay



EXECUTIVE DIRECTOR'S MESSAGE





Embracing Change

By Stephen Shepard, CAE Executive Director, BOMA Oakland/East Bay

hange is inevitable in today's global world. To be truly successful, we all need to learn not only to embrace it, but to drive it. Staying true to this philosophy, BOMA Oakland/East Bay is going to be undergoing some transformational changes over the coming years, so that we remain relevant to you, our members, and to the profession as a whole.

Jim Collins, author of Good to Great, has a new book out, called Great by Choice: Uncertainty, Chaos, and Luck-Why Some Thrive Despite Them All. In it, he speaks about his research into organizations that thrive despite the uncertainty and chaos surrounding us.

"It's extraordinary that the good time lasted so long," Collins says in a recent ASAE Association's NOW article, referring to the time from WWII to 2002. "It was an era in which there was a remarkably rare confluence of circumstances in human history, so most of our experience is in the historically aberrant moment. Then, all of the sudden, we hit a world that is more chaotic and uncertain, unstable, and full of disruption, and we think, 'The world is changing around us."

Collins goes on to say, "We're just returning to the way life really is and has been for most of human history and, in all likelihood, is going to characterize the rest of our lives."

SUCCESSFUL ORGANIZATIONS ARE NOT ONLY THE ONES THAT UNDERSTAND CHANGE, BUT RESPOND TO IT WITHOUT LOSING THE FUNDAMENTAL VALUES THAT LED TO THEIR INITIAL SUCCESS.

CHANGES AT BOMA

So, how do we make the choices to ensure the association and profession remain relevant in this new old world? Whatever happens, the responsibility lies with us, and innovation is a leap of faith. Yet, as Collins also writes in his new book, successful organizations are not only the ones that understand change, but respond to it without losing the fundamental values that led to their initial success. He sums it up brilliantly in *Great by* Choice, by saying, "Be sure you're firing enough bullets to stay apprised to new opportunities, but don't fire your cannonballs until you're fairly certain of the outcome."

Success comes if we follow Collins' suggested three stages of implementation:

STAGE 1: DISCIPLINED PEOPLE-First Who, Then What. Those who build great organizations make sure they have the right people on the bus, the wrong people off the bus, and the right people in the key seats before they figure out where to drive the bus. They always think first about "who" and then about what.

STAGE 2: DISCIPLINED THOUGHT—Retain unwavering

faith that you can and will prevail in the end, regardless of the difficulties, AND AT THE SAME TIME have the discipline to confront the most brutal facts of your current reality, whatever they might be.

STAGE 3: DISCIPLINED ACTION—Disciplined people who engage in disciplined thought and who take disciplined action operating with freedom within a framework of responsibilities—this is the cornerstone of a culture that creates greatness.

EXPRESSING THE CHANGE

The volunteer leaders of BOMA Oakland/East Bay all have the passion for the organization and the professionalism to lead the organization, but success will require engagement by everyone. The leadership will be doing this through a variety of vehicles over the coming year(s). We need to have you engaged by listening and providing feedback. We will ensure lines of communication will be open both ways. Our goal is to ensure that the value of your BOMA membership is indisputable.

Thanks, and I look forward to working with you all.

Improve Move PARTNERSHIP

How to Make Office Relocations Easy on Yourself, Your Tenants, and the Environment

By Rachel Balsley, Program Manager, StopWaste.Org

oving is almost always stressful, no matter if it involves a family home or company headquarters. Changing offices means planning complex logistics and organizing employees in addition to transporting large amounts of materials, usually under a tight deadline. For most companies a move also presents an opportunity—or the necessity—to purge outdated files, clean out storage rooms and get rid of unwanted furniture. However, there's rarely enough time to research and line up reuse and recycling options for these items. Without the proactive assistance of the property management team, many tenants have no option but to send valuable materials to the landfill.

The following tips from successful BOMA members can help you and your tenants navigate the challenges

The unique design of reusable moving crates allows office staff to pack each crate before stacking the next empty crate on top. This eliminates the need for heavy lifting and reduces injuries.

of office relocation and make the process as efficient, smooth and environmentally friendly as possible.

HELP TENANTS CHOOSE THE RIGHT MOVING SERVICE

Making recommendations for moverelated service providers has advantages for both tenants and property management. Lynell Fuller, Real Estate Manager for CBRE at Stoneridge Corporate Plaza in Pleasanton, offers her list of preferred vendors as soon as she learns about an impending move. "The moving services providers we recommend are familiar with our building's specific requirements and already have the necessary certificate of insurance on file. This helps streamline the whole relocation process and avoid unwelcome surprises," she explains. Familiarity with the vendors also enables property managers to advise tenants on the most suitable services for their needs, ranging from special security options to custom packaging solutions.

RECOMMEND REUSABLE MOVING

Increasingly popular for typical office moves are reusable crates, offered by several of the larger relocation companies in the Bay Area. This service is similar in cost to a traditional move, but offers a number of advantages. Made from rigid, durable plastic, reusable moving crates hold twice as much as standard cardboard boxes, accommodating even oversized items and reducing the total number of containers to be packed, sealed, marked and moved around. They also provide greater protection for contents. Metal bars inside the crates make them particularly suitable for the transfer of hanging files.

Typically, reusable moving crates come in sets of three, stacked onto specially designed, wheeled dollies. The system practically eliminates the risk of injury from heavy lifting: Office staff can fill one crate in place, before stacking the next empty crate on top. Once all three crates are packed, each is labeled and sealed with a tamper-resistant nylon zip-tie to ensure confidentiality. The dolly can then be rolled to an aggregation area and from there directly onto the moving trucks, without the need to lift individual containers. The smooth edged plastic dollies also cause less damage to walls and doorjambs than the metal hand trucks typically used for cardboard boxes.

Reusable crates dramatically reduce the amount of waste generated during relocation. When BOMA Professional Member StopWaste.Org changed offices in 2007, the system proved the perfect solution for a green as well as efficient move. "We prevented 826 pounds of cardboard and much of the plastic wrap waste typical of traditional moves," recalls StopWaste. Org Program Manager Justin Lehrer. "In addition, because the crates pack onto the moving truck more efficiently, we increased truck capacity by over 40 percent, resulting in fewer trips and emissions." Although cardboard is recyclable, reusable crates are environmentally preferable because they reduce the pollution and natural resource consumption caused by the production of new cardboard boxes. Having to deal with fewer cardboard boxes after a new tenant moves in also frees up custodial crews for other tasks and reduces the impact of a move-in on existing tenants.

To learn more about reusable moving crates and other tips for saving time and money during office moves, please refer to the StopWaste.Org Case Study: Reusable Moving Crates and the Office Move Tip Sheet (see sidebar).

FACILITATE RECYCLING AND REUSE

A move inevitably generates obsolete or unwanted materials to be handled. Helping your tenants anticipate these items and offering recycling and reuse options will not only ease stress, but also greatly reduce the environmental and financial cost of sending discards to the landfill. At Stoneridge Corporate Plaza, property management meets with tenants for an office walk-through, well before the move date. "This gives us the opportunity to let our tenants know about the recycling options available to them, and also remind them of the building rules they need to comply with during the move," explains Fuller. Her facility offers collection of batteries, fluorescent lights, printer cartridges and electronic waste, and provides extra recycling bins for paper as needed. The programs are well utilized, not only during office relocation. "Many of our tenants hold quarterly or annual cleanups, and routinely ask for recycling services during those events," she notes.



StopWaste.Org staff opted for reusable moving crates, a cost-competitive alternative to cardboard boxes. The crates prevented 826 pounds of cardboard and much of the plastic wrap waste typical of traditional moves.

Among the more challenging materials resulting from relocation is used office furniture. Unable or unwilling to move the obsolete furnishings, tenants on the move often turn to property managers for advice. It pays off to be familiar with local organizations that can buy back items in good condition or accept them as donation. Consult the Office Move Tip Sheet (see Resources) for a list of local companies and nonprofit organizations to contact. Local churches may be interested as well. Some of the larger moving companies also offer furniture donation arrangements as a free add-on service. However, the tenant usually bears the cost of packing, loading and transferring the items.

CONSIDER A FURNITURE EXCHANGE

An innovative alternative to office furniture resale and donation is an ongoing furniture exchange, like the one at Santa Clara Towers, managed by Shorenstein Realty Services. Laura Galvin is the facility's property manager, and also Chair of the Sustainability Committee of BOMA's Silicon Valley Chapter. She explains: "It's really a simple concept. We maintain a storage area on-site where tenants on the move can contribute unwanted furniture or take from it."

Since Galvin initiated the exchange three years ago, well over a hundred pieces of furniture—ranging from cubicles to refrigerators—have found new homes within the building. The program not only saves the time it would take to donate items on a case-by-case basis, it also contributes to the facility's outstanding green credentials, LEED Gold for Existing Buildings: Operations and Maintenance. "We strive to reduce waste in all aspects of facility management, but the furniture exchange has definitely made a difference in our overall LEED performance," notes Galvin. Other special reuse and recycling programs available to tenants at Santa Clara Towers include year-round collection of batteries, electronic waste, ink and toner cartridges, fluorescent lights and plastic bags, as well

RESOURCES

StopWaste.Org Case Study: **Reusable Moving Crates** www.stopwaste.org/docs/swmove-6-05-08.pdf StopWaste.Org Office Move Tip Sheet www.stopwaste.org/docs/minimize_waste_-_office_move.pdf StopWaste.Org: Free **Publications and Tools** www.stopwaste.org/partnership/ freeresources **BOMA Oakland/East Bay** Green Tips and Resources www.bomaoeb.org

as an annual used office supply drive where tenants can donate unwanted supplies to go to the benefit of local teachers associations.

GET NEW TENANTS OFF TO A GOOD START

A move-in offers a great opportunity to reach out to new tenants about your building's recycling program, and get them properly set up. "This is when people are organizing their workstations and the common areas in their suites. If I can educate them about the recycling program at Stoneridge Corporate Plaza during this time, chances are they'll make recycling a habit," observes Fuller. Instead of sending the day porters, she makes a point of personally delivering recycling bins to new tenants and answering any questions. For later reference they receive a "welcome package" that contains an overview of the building's recycling program, as well as a custom PowerPoint presentation to share with their staff members. Her efforts are paying off. "Most of our new tenants welcome the building's commitment to sustainability and are doing a great job recycling," she confirms.

BOMA members interested in learning more about waste reduction during moves, or setting up a recycling program, are invited to contact the StopWaste Partnership for free expert advice, email Partnership@ StopWaste.Org or visit www. StopWastePartnership.Org to learn more.

Local and Regional TOBY Award Winners

he Outstanding Building of the Year (TOBY) award is the most prestigious and comprehensive program of its kind, recognizing quality in commercial buildings and awarding excellence in building management. Buildings are judged in a variety of building standards, including community involvement, tenant relations, environmental and regulatory compliance and programs and energy management systems and procedures. Congratulations to our BOMA Oakland/East Bay 2012 local and regional winners.

2012 Local and Regional Winner



Manager Laurie Murata

This slender, 18-story, 240-foot tower creates a landmark in San Francisco, while the four-story annex connects to the scale of the adjacent neighborhood. A large, open public plaza along with shared public facilities provide valuable assets to the community in addition to creating an innovative work environment for federal employees.

A dramatic example of sustainable design principles, the building's shape and orientation maximize natural airflow for cooling and ventilation and take advantage of natural daylight for the majority of the office interiors. These features, combined with a number of other energy-saving elements, significantly reduce overall energy consumption compared to conventional office buildings.

The building's major tenants include the U.S. Department of Agriculture, the U.S. Department of Defense, the U.S. Department of Health and Human Services, the U.S. Department of Labor, the U.S. Office of Personnel Management, and the U.S. Social Security Administration.

The building's most recent Energy Star rating yielded a score of 93. It brings the community and tenants together by providing a unique and inviting workplace. This is accomplished by the following building amenities:

- Videowall. Tenants and visitors are greeted by a beautiful and sophisticated videowall in the main lobby of the building. A uniquely efficient and highly effective communication tool, the 46" ultra-thin-bezel LCD monitor uses varying screen geometries that are laid across 16 screens, with TV feed and audio capability. The following are presented on the wall: building updates, energy usage stats, ongoing building projects, weather reports, public transportation schedules, news, etc.
- Skygarden. This three-story open space with spectacular city views provides a welcome place to gather or relax.
- **Skip-stop elevators.** The building's primary elevator system includes express elevators that stop at every third floor, opening to sky lobbies that promote exercise through use of a dramatic central staircase.
- Conference rooms. Eight state-of-the-art rooms that can be rented by tenants and public during and after hours. An onsite manager dedicated to the conference center ensures that IT and all other needs are met.
- **Child care center.** Tenants comprise 50 percent of enrollment; the other half is the public.
- Gym and yoga center.

2012 Local Winners

CATEGORY: EARTH AWARD

Adobe San Francisco – 601 Townsend Street

Owner Adobe Systems Incorporated Manager Cushman & Wakefield

601 Townsend Street in the South-of-Market district of San Francisco is the local headquarters for Adobe Systems Incorporated. Designed by the noted firm of Sutton & Weeks for the Pacific Steel and Hardware Company, the three-story, brick building was completed in 1905, just in time for the following year's earthquake. It survived the earthquake, the ensuing fire and later waves of redevelopment around it to reach the 21st century largely intact. In 2005, Adobe acquired the site and the day-to-day running of the building fell to Adobe's facilities management partner, Cushman & Wakefield. Together, they set out to finish the job of turning the building into productive, state-of-the-art corporate offices, while operating it as an environmental showpiece.

More than 40 energy conservation measures have been implemented, resultingin an Energy Star score of 100 and a reduction in electricity use by 63 percent. Water use has been reduced by 62 percent. Diversion of solid waste from landfill is now 92 percent.

On April 13, 2008, 601 Townsend Street became the first San Francisco structure to be certified at the platinum level through the U.S. Green Building Council's permanent LEED for Existing Buildings program (LEED-EB). On December 24, 2009, it became the first building in the world (along with Adobe's three San Jose buildings), to be recertified through LEED at the platinum level.







1111 Broadway

Owner OCC Venture, LLC Manager CBRE, Inc.

1111 Broadway boasts approximately 560,000 square feet of Class A office space located in the heart of downtown Oakland. Its proximity to all major transportation (BART, AC Transit, 580 and 880 Freeways, Ferry service in Jack London Square) makes it an ideal commute location. In addition, its accessibility makes it the perfect location to walk or bicycle to; 1111 Broadway offers free showers as an amenity for those commuters who choose to walk or bike to work.

Designated as a Leadership in Energy and Environmental Design (LEED) Gold Recipient by the U.S. Green Building Council; 100 rating for Energy Star for 2010 - 2012; BOMA-San Francisco Earth Award Winner for Medium Buildings (300,000 to 600,000 square feet). The goal is to continually strive to reduce the carbon footprint of the building by constantly evaluating, educating and implementing the most up-to-date eco-friendly practices available.

THREE WAYS TO NETWORK

Stay in Touch with BOMA Oakland/East Bay Online

ocial media tools like Facebook, Twitter and LinkedIn have changed the way that we get our news, learn about events and network with one another, and BOMA Oakland/East Bay is using social media to its fullest advantage by building a rich community for members online. Whether you use social media for work or for fun, we encourage you to connect with us and stay up to date with the latest techniques and tactics for managing your business. Here's how.



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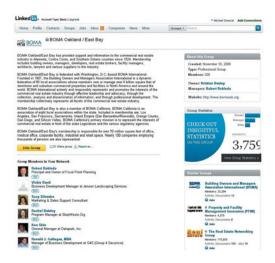


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Legislative and Regulatory Advocacy

OMA California is a federation of all eight metropolitan BOMA local associations and serves as the collective membership's legislative and regulatory advocate. The mission of BOMA California is to preserve and promote the interests of California commercial real estate professionals through legislative and regulatory advocacy.

BOMA is all about advocacy for the commercial real estate industry, whether before board of supervisors, the California State Legislature, state agencies like the State Fire Marshal's office or the Public Utilities Commission, or the U.S. Congress.

BOMA California was created in 1988 in an effort to have the industry speak with one unified voice to policymakers in a cost efficient, coordinated and consistent manner. We act swiftly and decisively on behalf of the commercial real estate industry, aggressively represent the industry, and actively shape public policy in a broad range of venues. From the governor and legislators in the State

Capitol, to energy issues before the California Public Utilities Commission (CPUC) and new code requirements before the Building Standards Commission, BOMA California exists to affect change assure policymakers understand the impacts of their actions.

BOMA California gives commercial real estate a platform and acts as a key communication link between our industry and a host of state policymakers and numerous state agencies. Concurrently, BOMA California's Board of Directors identifies the most important issues



facing our industry at any given time, and uses industry experts to help prioritize and direct the association's activity.

WHAT DOES BOMA CALIFORNIA DO **FOR THE INDUSTRY?**

Through individual action and strategic alliances, BOMA California has accomplished the following:

Legislation. BOMA California tracks and directly engages legislators on legislation which would have significant impact our members. In the 2011-12 legislative session, BOMA California legislative staff followed more than 500 bills that could have had an impact on commercial real estate.

Energy. BOMA California is the only organization representing the commercial real estate industry full time in front of key energy regulatory agencies.

Regulation/Taxation. BOMA California protects commercial

property owners' interests on a wide variety of issues, including AB 32, Greenhouse Gas Regulations; forced access by telecommunications companies; energy deregulation; mandatory statewide fire sprinkler retrofit requirements; split roll property taxation; toxic mold liability; extreme new disabled access requirements: and much, much more.

CALIFORNIA CODES AND REGULATIONS

Issues related to California Codes will be among the major actions that will impact on the commercial real estate industry over the coming years, and BOMA California is well positioned to assure it has a seat at the table and is part of the decisionmaking process.

WHAT ARE THE BIG ISSUES?

To follow are just a few examples of the major issues related to codes that BOMA California will engage in over the next several years:

- The Division of the State Architect (DSA) will take on the technical process of updating their disabled access regulations in an effort to have California certified by the U.S. Department of Justice.
- The California Energy Commission will be rewriting all of their energy regulations, which will promulgate new codes and standards. This will have significant impacts upon the commercial real estate industry.
- A multitude of state agencies will be implementing green building strategies, many of which may be mandated upon the commercial real estate industry.
- Every major state agency will be recommending regulations on how California will implement AB 32—greenhouse gas reduction—requirements.
- Indoor air quality regulation.
- Implementation of the new California Codes: building, electrical, fire, plumbing and mechanical, as well as the triennial cycle of updates.



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BOMA INTERNATIONAL



s industry professionals, you must decide where to spend your most valuable resources: time and money and stay up to date with technological advances, legislative issues and market conditions. You also need information that is fast and reliable in order to stay competitive.

Membership in BOMA's federated local associations and BOMA International can provide all of this and more when you take full advantage of the information and programs available to you.

LEGISLATIVE ADVANCES

BOMA International is the premier real estate advocacy group and serves as the government watchdog for national real estate industry issues. Members receive advance notice and information on legislation, regulation and codes through Currents, our monthly advocacy newsletter.

PEER INTERACTION

Networking opportunities are another key element of BOMA membership. Whether it is at a monthly luncheon or golf tournament hosted by one of our local associations, or participating in the Annual Conference and The Every Building Show® or Winter Business Meeting, you will gain as much value from networking with your peers as from the structured programs.

ACCESS TO INFORMATION

Information is power and BOMA International understands how valuable our role is in keeping our members informed. Our research publications, seminars, and the designation programs offered by BOMI Institute are all designed to keep you informed. The BOMA Magazine, a source for up-to-the-minute news and information. Currents and our home page are just a sampling of

the information resources available to you.

GLOBAL INVOLVEMENT

BOMA is an international organization with affiliated organizations currently in Australia, Brazil, Canada, China, Finland, Indonesia, Japan, Korea, Mexico, the Philippines, Russia, South Africa, United Kingdom and growing. As you and your organization move further into the global marketplace, you will find that BOMA is a valuable ally and resource.

MEMBER-ONLY DISCOUNTS

BOMA provides its members with discounts on publications, seminars and other BOMA sponsored programs, such as savings on air express, international and ground shipping through FedEx (Members Only) and special reduced rates for employee testing services through Personnel Survey and Research Group (PSR). ■

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COMMITTEES

We are extremely fortunate and grateful for the efforts brought forth by our various committees. These individuals are committed to meeting the needs of our members and help build a cohesive association. If you want to make a difference and are able to contribute your expertise, please volunteer to serve on one or more of the following committees. There is no better way to invest in your association than by active participation.

ALLIED STEERING COMMITTEE

Plans and sponsors social events such as the golf tournaments, annual trade show, casino night, etc. Promotes the interests of the allied members to the Board of Directors and the membership.

AWARDS COMMITTEE

Responsible for conducting the annual Office Building of the Year Awards program. Also responsible for providing special recognition for our membership.

CHARITY COMMITTEE

Coordinates the association's charitable work.

ENVIRONMENT COMMITTEE

Reduces the environmental impact of BOMA Oakland/East Bay member buildings and businesses by connecting members to sustainability resources and by educating members about proactive sustainable strategies in the commercial real estate market.

GOVERNMENT AFFAIRS COMMITTEE

Monitors, interprets and affects legislative and regulatory issues on local, regional, state and federal levels.

LEADERSHIP COMMITTEE GROUP

Encourage those new to the profession to meet and discuss challenges and successes; provide opportunities for mentoring and networking and to have fun.

MEMBERSHIP COMMITTEE

Actively seeks new members who benefit from BOMA membership. Also involved with annual membership retention drive.

PROGRAMS/EDUCATION COMMITTEE

Plans all educational offerings including local seminars and the BOMI courses. Plans and coordinates monthly luncheon programs, guest speakers, anniversary luncheon and holiday party.

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