



# BAY AREA HOUSING INTERNSHIP PROGRAM YEAR 1 REPORT

AUGUST 2

Non-Profit Housing Association of Northern California

Report by: Peggy Lee



NON-PROFIT HOUSING ASSOCIATION  
OF NORTHERN CALIFORNIA

*Cover photo courtesy of Chan Zuckerberg Initiative*

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# Summary

The Non-Profit Housing Association of Northern California (NPH) wrapped up the first program year for our Bay Area Housing Internship Program (BAHIP), completing the one-year internship and training for our inaugural cohort culminating in a graduation celebration in May 2019. We're pleased to share the results of the first year of this new program.

We are excited to report that we achieved most of the goals that we set for ourselves in the first year of our program:

- 1) We recruited and placed 12 interns of color from across the Bay Area from low-income backgrounds and supported all 12 to complete the internship program.
- 2) We recruited 11 host agencies to host the 12 interns. Host agencies were supported to ensure that their interns gained the hands-on real estate development and leadership experience to successfully pursue a career in the field.
- 3) Eight of the 12 interns in the inaugural cohort were hired for full-time positions in the affordable housing field (67%). Six were hired by their host agencies and 2 were hired by other nonprofit affordable housing development agencies – NPH core member organizations.
- 4) Six of the 11 host agencies reapplied to be a host agency for a second year. The other 5 reported good experiences with their interns; 3 of the 5 hired their interns on full-time and did not have the capacity to host a new intern but expressed interest to repeat their experience in the future as capacity permits.
- 5) We hired a full-time staff person to support this program – in April, our Racial Equity & Inclusion Program Manager, Monica Joe, took over from our part-time BAHIP Program Manager, Matt Huerta, to support the current intern cohort in the larger framework of NPH's advancing racial equity work, as well as develop programming to continue to support BAHIP alumni after they graduate from the program.

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# Our 2018-2019 BAHIP Interns



For our recruitment process, NPH held informational sessions at San Francisco State University and California State University East Bay as well as reached out, via our BAHIP Advisory Committee members and their networks, to professors in the Cal State University system at Bay Area campuses. We received 49 applications, which we scored based on our goals of recruitment of low-income students of color with a personal passion for community work. The group of top 20 qualifying candidates were matched with host agencies for interviews and final selections. The result was a cohort of 12 interns - 75% of whom were students from schools in the Cal State University system (San Francisco State University, San Jose State University, Sonoma State University, California State University of the East Bay). They were placed at the following host agencies:

Diego Castro, SFSU - Eden Housing

Alexander De La Campa, SJSU - Palo Alto Housing Corporation

Shiheng (Henry) Guan, UC Berkeley - Resources for Community Development

Nicole Anne Guzman, SJSU - Mission Economic Development Agency

Nyla Marie Hill, CSU East Bay - Housing Authority of the City of Alameda

Hermadeep Kaur, SFSU - Tenderloin Neighborhood Development Corporation

Ngan Mai, UC Berkeley - Satellite Affordable Housing Associates

Noemi Paez, UC Berkeley - MidPen Housing

Jason Patino, Sonoma State University - EAH Housing

Leafaitulagi Tevaseu, SJSU - First Community Housing

LaJanee Turner, CSU East Bay - Mercy Housing California

Emanuel Ulloa, SFSU - MidPen Housing



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# Timeline of Activities

## Hands-On Experience

During the first BAHIP program year, our cohort of interns gained hands-on experience in the day-to-day duties of affordable housing project management. They worked full-time during the summer break and part-time during the school year. During the onboarding period, each host agency and intern reviewed and submitted a tri-party agreement to NPH, which spelled out the roles and responsibilities of each of the parties: 1) host agency, 2) BAHIP interns, and 3) NPH. Each host agency also submitted work plans for their interns, which detailed what types of work and activities the interns would be engaged in and how it would support the intern to learn the set of competencies and skills of the internship, which consisted of:

1. Financial Pro Forma
  - a. Calculating rents for various income affordability levels
  - b. Understanding line items in the pro forma worksheets
  - c. Calculating loan interest
  - d. Calculating cash flow and loan pay-off schedule
2. Development Finance Application - Preparation of a minimum of two financing applications for affordable housing finance programs (i.e. tax credits, CDBG, AHP)
3. Development Plan and Project Approval Process
  - a. Understanding the pieces of the development plan, including interpreting schematic designs and site plans, and deciphering construction drawings.
  - b. Understanding the process for obtaining project approval.
4. Loan Closing Competency - Directly work on at least one development loan.
5. Leadership Skill Building Competency - Support leadership development of intern, including inviting interns to shadow/accompany executive director and/or senior management at key activities (i.e. speaking engagement, meetings with electeds, community meetings).

## NPH Trainings

Hands-on experience at the host agencies was supplemented by the following trainings:

- June 19 & 29 - Two-part Orientation: Orientation Session 1 focused on framing the housing problem and the history of housing and community development. Orientation Session 2 focused on introductions to housing development fundamentals - understanding the affordable housing development process, basic proforma structure, understanding development feasibility - capped with a walking tour of central Oakland affordable housing properties. The orientation provided a bonding opportunity and laid the foundation for the bootcamp experience at Davis.
- July 17 - 19 - 2.5-day Summer Intensive Boot Camp: A 2.5-day summer intensive boot camp in partnership with the California Coalition for Rural Housing's Rural West Internship Program. Topics covered include:
  - Working with local jurisdictions in planning, development, and design of affordable housing projects
  - Introduction to Affordable Housing Finance (an intensive class with hands-on practice with development budgets, cash flow projections, and pro formas).
  - Low-Income Housing Tax Credits (an intensive class with hands-on practice filling out tax credit applications).

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- Site Evaluation and Feasibility Assessment
    - Loan Closing
    - Affordable Housing Design
    - Professional Communications
  - August 20 - Affordable Housing Advocacy & Campaigns: A 101 training with NPH's Director of Advocacy & Community about different mechanisms for advocacy for affordable housing policies and resources, NPH's leadership role for the affordable housing sector/community in advocacy, and how the interns can get involved.
  - September 21 - NPH Fall Conference: Interns had access to the 25 workshop offerings of the one-day conference, luncheon plenary, and post-conference mixer.
  - January 12 - 13 - Rural West/BAHIP Joint Mid-Winter Retreat: The BAHIP interns reunited with their Rural West intern peers in Sacramento for a weekend of training that covered the following topics:
    - Messaging/talking to others about affordable housing and the work we do
    - Job search skills - resume building, interview skills
    - Affordable Housing Finance refresher
    - Introduction to Advocacy & Civic Engagement (mock Lobby Day)
  - February 22 - Construction Management Training: This training was created in response to interns' request for an intensive about the construction process. The training covered the basics of construction management/role of construction manager, construction terminology, construction contracts, project planning - what can go wrong, contract administration, financing during the construction process, innovations in construction - e.g. modular construction, design build.
  - May 30 - Graduation Celebration! This was an opportunity to celebrate our interns and all their hard work in the presence of colleagues from their host agencies and their family and friends. Interns created a display of their choosing that showcased their learnings over the internship year to share with the attendees. Hear from our interns what they thought about their year and what advice they had for future interns.

## Other NPH Support for Interns & Host Agencies

During the year, our Program Manager checked in monthly both in one-on-one and group settings with interns and their supervisors to adjust elements of the program. These check-ins covered topics such as workplace culture, work plans, workplace interactions, and relationship-building with their supervisors and other team members. They also discussed project-specific challenges and strategies for how to manage it their workloads along with school. In some cases, additional guidance was necessary for specific challenges that individual interns experienced in their host agencies. This Program Manager support was critical for the success of the internship program year.

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# Learnings from BAHIP Year 1

Our BAHIP Advisory Committee Members also provided much needed guidance, beginning with the recruitment process to training content. Some important things we learned this year:

- In our first orientation session with the interns, everyone (interns, NPH staff, trainers) shared their own personal housing story as an exercise to ground everyone in the work of affordable housing and to build a sense of connection. Many of the interns had previous experiences with homelessness or lived in affordable housing themselves. Interns shared that this was a powerful exercise and really was instrumental in helping them start to create a bond with each other and everyone else in the room. We are incorporating this permanently into our first orientation session.
- Recruitment is still a work in progress. Although we had a very diverse group of interns this first year, we want to work harder on ensuring that our recruitment advances racial equity - this can mean focusing more intensive recruitment on African American students.
- Host Agency capacity to hire their interns and/or reapply as host agencies vary. Particularly, with smaller host agencies, they may not have the capacity to hire on their intern or, if they did hire their interns on for a permanent position, they may not have had the capacity to support a new intern for this next BAHIP year. Outreach to potential host agencies will be critical for the short- and long-term future. For the longer term (5-10 years down the line), we may want to expand the scope of the BAHIP interns from project management to related roles like asset management or real estate finance, in order to expand the potential pool of host agencies. However, in these first few years of the program we are solely focused on training for affordable housing project management, as that is the main role where we see a lack of diversity among our core members. Having a strong cohort where every intern is doing similar work at their respective organizations has helped the interns foster peer support and understanding with each other that is critical to their success in the program.
- It is important for NPH to find ways to support the BAHIP intern supervisors and other host agency staff to successfully onboard and nurture the growth and leadership development of their intern.
- The proximity of the BAHIP interns to each other (versus those of the Rural West Interns, who are spread out over three states) and the regularly scheduled in-person trainings hosted by NPH really helped to solidify and strengthen the bonds and friendship between the interns.
- It is important, in the broader framework of NPH's efforts to advance racial equity in our sector, to continue to support BAHIP alumni in their professional and leadership development after they graduate from the program. Our Racial Equity & Inclusion Program Manager is developing such programming, with feedback from alumni.

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# BAHIP Year 2 Update

With the lessons learned from Year 1 of the program under our belt, we launched Year 2 of BAHIP in June 2019 with a cohort of nine interns at nine different host agencies. These nine interns were selected from a pool of 56 applicants with an emphasis on students of color from the three target universities (CSUEB, SF State, and SJ State) who were entering their last year of college. Year 2 was more competitive than Year 1 with the number of applications and with fewer available placements, which resulted in a strong and competent cohort.

Three new host agencies joined the program this year - East Bay Asian Local Development Corporation (EBALDC), Mission Housing Development Corporation (MHDC), and BRIDGE Housing. The 2019-2020 cohort recently went through the Summer Training Institute at UC Davis with the Rural West interns in early July, and they are currently working hard at their host agencies and preparing to go to part-time once their school year begins. **This year we have arranged for monthly trainings that will take place at each of the host agencies to give the interns the opportunity to visit each other and learn more about what each host agency does.** Training topics will include advocacy, messaging around affordable housing, the legislative process, and construction supervision.

We learned from Year 1 that the interns benefit greatly when they also make connections to other professionals outside of their host agencies, so **we decided to launch a Mentor Program** to provide further support. Some of our interns are entering a work environment where there are few people of color, and we know that can result in feelings of isolation, tokenism, and self-doubt. To mitigate this, **each intern has been paired with a professional of color in the affordable housing development field** who likely experienced similar challenges when they first entered the field. Our hope is that these mentors will help the BAHIP interns navigate interpersonal issues, career choices, and salary negotiations and provide general moral support throughout the program year. The Mentor Program pairings were announced at the end of July, and the program will launch with a networking mixer in August for all the mentors and mentees.

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# Acknowledgements & Appreciation

## BAHIP Advisory Committee

We would not have been able to accomplish all that we did without the support of the BAHIP Advisory Committee (pictured at right, except Kenneth Jones). This group is comprised of individuals from the Bay Area's affordable housing sector (and a professor from one of the most diverse campuses in the region) who care deeply about recruitment and retention of talent from the communities we serve. The committee members provided advice and guidance to the BAHIP Program Manager (and in Year 2, the Racial Equity & Inclusion Program Manager) on recruitment and outreach, selection process criteria and metrics, and training topics and content, including leading training workshops. BAHIP Advisory Committee Members are:



***Anna Alexander, Associate Professor of History – California State University of the East Bay***

***Elissa Dennis, Executive Director - Community Economics, Inc.***

***Cindy Heavens, Project Manager – San Francisco Mayor's Office of Housing & Community Development***

***Matt Huerta, Principal – Matt Huerta Consulting LLC***

***Kenneth Jones, Principal – Landis Development***

***Karim Sultan, VP of Affordable Housing – Covia Communities***

## Additional Trainers

We were also supported by members of our host agencies and NPH in leading trainings for the BAHIP interns. Much thanks and appreciation to Don Falk, Tenderloin Neighborhood Development Agency; Andy Madeira, Eden Housing; Abby Goldware, MidPen Housing; Lisa Motoyama, Community Economics, Inc.; JR Starrett, NPH; Amie Fishman, NPH.

## BAHIP Year 1 Funders

Finally, we would not have been able to kick off this program without our funders. Thank you to **Chan Zuckerberg Initiative, Community Economics, Inc., The San Francisco Foundation, The EACH Foundation, Bank of America, Bay Area LISC, and Merritt Community Capital Corporation.**

*Photography (except for front cover) by Alain McLaughlin, Alain McLaughlin Photography.*