

BAHIP 2020

BAY AREA HOUSING INTERNSHIP PROGRAM

JUNE 19, 2020



**A PROGRAM OF THE NON-PROFIT HOUSING
ASSOCIATION OF NORTHERN CALIFORNIA**





“

**There is no place that
can replicate the love
and the protection that
your home provides.
It's truly a privilege to
be able to be housed.**

**And I think everybody
deserves an equal shot
at that.**

”



LAGI TEVASEU
BAHIP YEAR 1 ALUM

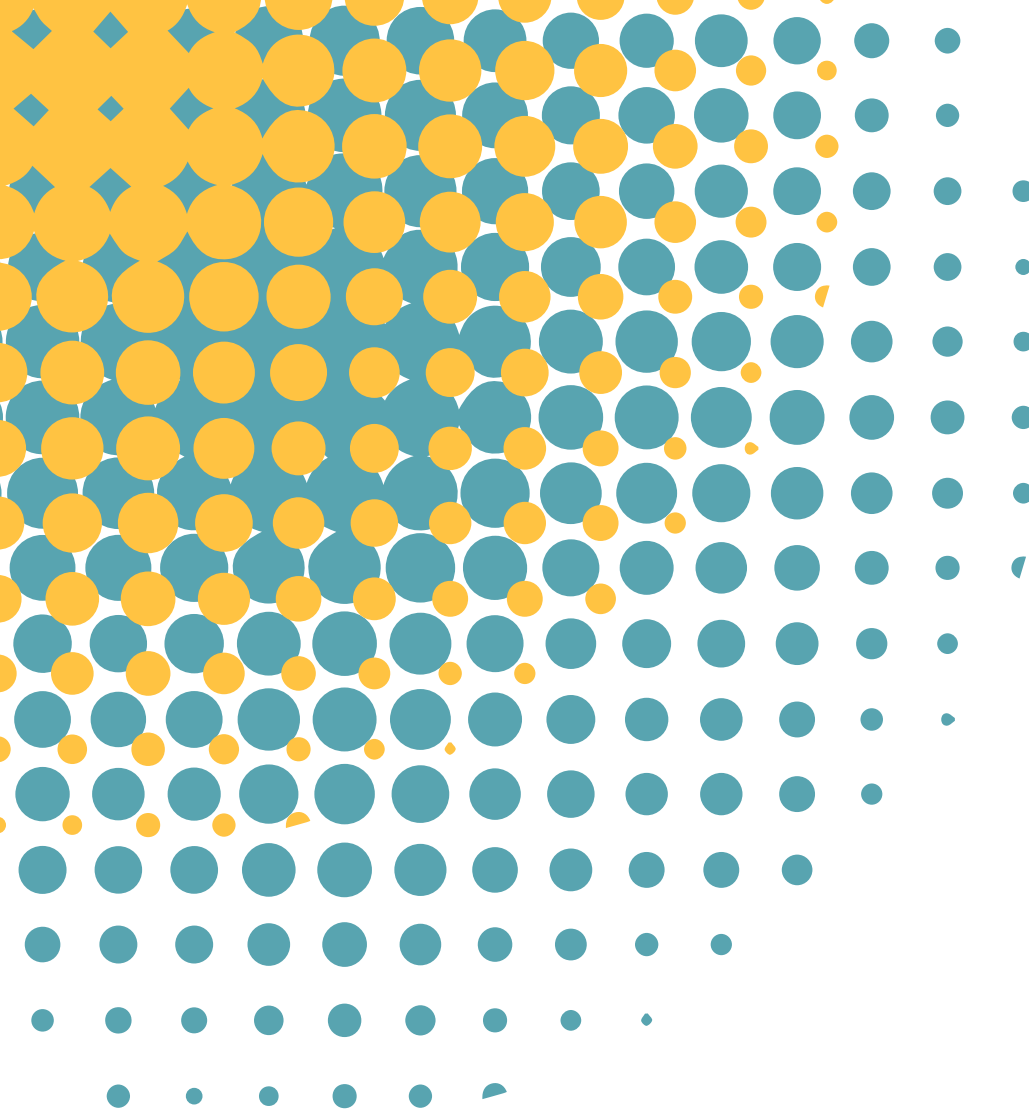
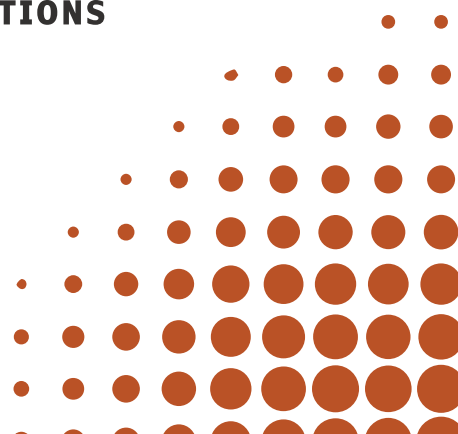


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SUMMARY

This year was about building on what we learned from Year 1 and additional program enhancements:

- 1** We recruited and matched 9 affordable housing professionals of color with interns in the new mentorship program.
- 2** We added trainings on soft skills to supplement the hard skills training to help interns navigate their workplace and support their career development.
- 3** Five of the 9 interns have been hired for full-time positions in the affordable housing field (56%) so far. Three were hired by their host agencies and 2 were hired by other nonprofit affordable housing development agencies – NPH core member organizations.
- 4** Despite COVID-19, 11 host agencies have committed for Year 3, including 3 new host agencies.
- 5** We have set aside three seats on the BAHIP Advisory Committee that will be dedicated to alumni of BAHIP so that we can benefit from their experience of the program when making modifications and developing trainings.





MEET THE 2019-2020 BAHIP INTERNS

In June 2019 we welcomed a smaller cohort for our 2019-2020 BAHIP internship year.

The 9 students listed on the following pages, chosen from a competitive field of 44 candidates, displayed both the intellectual rigor and passion for community at the heart of BAHIP.

We once again focused recruitment efforts on Bay Area campuses of the Cal State University system, which boasts among the most ethnically and economically diverse student bodies in the nation, but did not limit our selection of interns to any single school.



KULDEEP BIRDI

CAL STATE EAST BAY

PLACED AT: East Bay Asian Local Development Corporation (EBALDC)



THERESA DO

UC SANTA BARBARA

PLACED AT: MidPen Housing Corporation



JANAÉ GAINES

CAL STATE EAST BAY

PLACED AT: Alta Housing (formerly known as Palo Alto Housing)



LEIGH ANN LLARENA

UC BERKELEY

PLACED AT: Mission Housing Development Corporation



ELIZABETH MADRIGAL

UC BERKELEY

PLACED AT: Tenderloin Neighborhood Development Corporation



LILLIAN MARTIN

CAL STATE EAST BAY

PLACED AT: Eden Housing



JASMINE PETTWAY

UC BERKELEY

PLACED AT: BRIDGE Housing¹



SANA RAHIM

SAN JOSE STATE UNIVERSITY

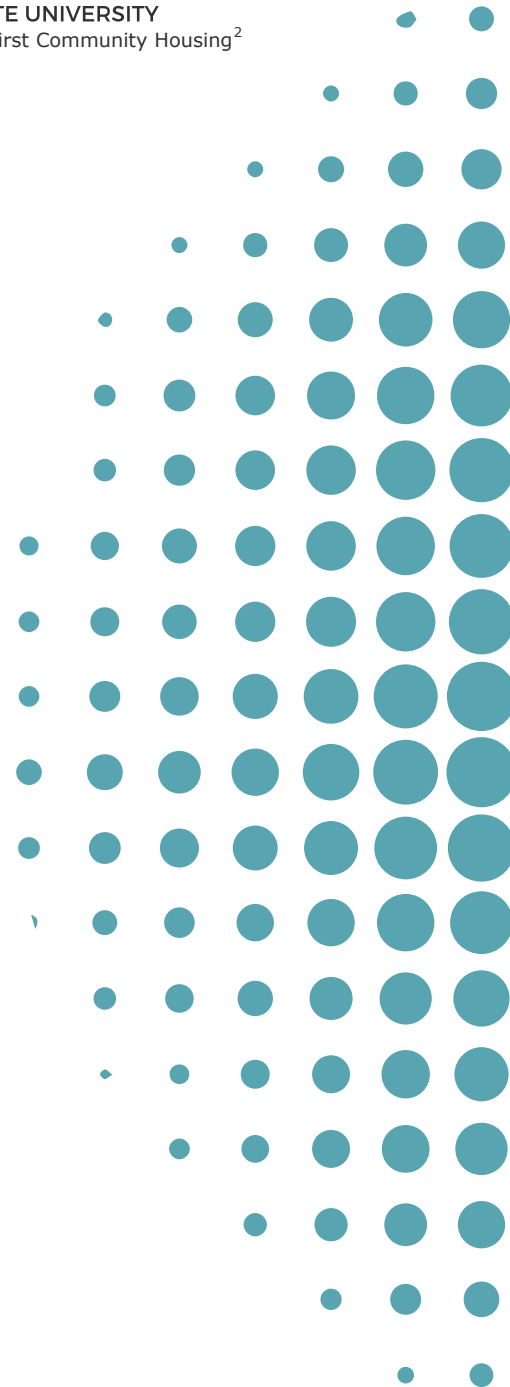
PLACED AT: First Community Housing²



CHRISTIAN TORRES

SAN FRANCISCO STATE UNIVERSITY

PLACED AT: EAH Housing



¹ Jasmine left the program early in December of 2019 due to other personal commitments.

² Sana left the program early in February of 2020 due to other personal commitments.



TIMELINE OF ACTIVITIES

HANDS-ON EXPERIENCE

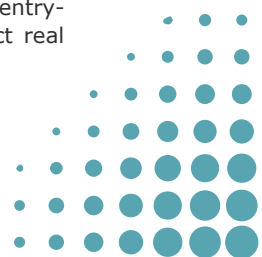
Inculcating the skills & experience to hit the ground running, and effect real change as leaders themselves

In order to ensure that the interns gain the skills and competencies most in-demand by affordable housing developers, NPH worked with the intern supervisors at the host agencies to develop learning plans focused on five key areas at the beginning of our interns' tenures at their host agencies:

1. Financial pro forma
2. Project approval process
3. Loan closings
4. Development finance applications
5. Leadership development

These learning plans required host agencies to lay out the actual projects and activities that the interns would work on to gain the hands-on experience in the technical skill areas as well as the leadership development activities (such as shadowing executive leadership both informally and during key meetings and attending organizational board meetings) that would fulfill that requirement.

What distinguishes BAHIP from typical internships is this: in addition to gaining technical skills and experience interns need to hit the ground running, the leadership development component gives them insights that go beyond the opportunities of an entry-level staff, and helps to prepare them to effect real change as leaders themselves.



NPH TRAININGS

Building cohort cohesion, confidence, hard and soft skills, and belonging

Through ongoing monthly trainings, NPH continued the necessary work of building cohort cohesion, confidence, and belonging.

Building from feedback from Year 1 supervisors and interns, NPH developed Year 2's curriculum and monthly trainings.

We brought back trainings that were seen as essential, and added new topics suggested in the feedback. We also got feedback from Year 2 supervisors and interns in the regular group check-ins and used that to add training topics that emerged as needs.

These group learning experiences allowed interns to support and learn from each other as they shared their own perspectives and challenges throughout the program year.

In addition, we made it a point to host all of the trainings at sites owned by the host agencies, either at their offices or in the community rooms of their housing developments. This gave the interns the opportunity to visit different agencies and different types of housing developments across the Bay Area and learn more about the organizations participating in BAHIP.

ORIENTATION: JUNE 2019

First up was the two-part BAHIP orientation, led by NPH staff and the BAHIP advisory committee. Interns were given an expanded background and history of affordable housing development in the region covering four topics:

- Framing the Affordable Housing Problem
- History of Affordable Housing and Community Development
- Introduction to Nonprofit Affordable Housing Fundamentals
- Development Feasibility for Affordable Housing

SUMMER TRAINING INSTITUTE: JULY 2019

In July, BAHIP interns joined interns from their rural counterparts, California Coalition for Rural Housing's Rural West internship program, for a Summer Training Institute at UC Davis. This multi-day bootcamp introduced interns to the foundational skills they would be utilizing in their internship in the following topics:

- The City's Role in Planning, Development, and Design
- Introduction to Affordable Housing Finance
- Low Income Housing Tax Credits
- Site Evaluation and Feasibility Assessment
- Loan Closing
- Affordable Housing Design
- Differences in Communication

MONTHLY SUPPLEMENTAL TRAININGS

NPH continued to build skills through monthly trainings throughout the year as follows:

- August: Affordable Housing Advocacy/Understanding Workplace Culture
- September: NPH's Annual Fall Conference (all interns attended as part of BAHIP)
- October: Project Management Skills
- November: Presenting Projects to Local Government for Funding & Excel Skills Refresher
- December: Construction Management
- February: Shifting the Narrative on Housing & Understanding the Legislative Process
- March: Closing Documents

NPH TRAININGS CONTINUED

MID-WINTER RETREAT

In January 2020, the BAHIP interns re-joined the Rural West interns in Sacramento for a two-day Mid-Winter retreat where they refreshed their technical and soft skills. The topics covered included:

- How to Talk about Affordable Housing
- Resume and Interview Skills Building
- Intern Alumni Panel - which included alumni from both the Rural West Internship Program and BAHIP
- Affordable Housing Finance Take II
- Civic Engagement and Lobbying

This Mid-Winter Retreat was a critical turning point for many of the interns as they were able to bring together everything they had learned in the previous six months and understand it more concretely.

Many BAHIP interns expressed that the challenging components of affordable housing finance made much more sense by this retreat and appreciated the opportunity to revisit those skill sets. In addition, many interns expressed appreciation for the alumni panel in helping prepare them for the job search ahead and for navigating the field as a young person of color.

OTHER TRAINING OPPORTUNITIES

NPH also offered interns free registration to the same popular professional development workshops, trainings, and events offered to affordable housing professionals throughout the year, including all Brown Bag trainings and Emerging Leaders Peer Network trainings and networking events.

OTHER NPH SUPPORT FOR INTERNS & HOST AGENCIES

Over the course of the program year, NPH Racial Equity and Inclusion Manager Monica Joe conducted regular check-ins with both interns and supervisors to offer their guidance and support with NPH Deputy Director Peggy Lee providing additional backup capacity.

The goal of these check-ins were to ensure that the internship experience was going well for both parties — interns and host agencies/supervisors. Check-in topics included making sure the intern's workload was appropriate, communications between supervisor and intern were going smoothly, supporting the interns to navigate personal challenges, and ensuring that interns were developing skills in each of the five competency areas of the program.

Regular communication allowed us to identify and resolve challenges as they arose.

For example, during a group check-in with supervisors, we learned that interns needed some extra training in Excel to support their ability to work with financial pro forma. We were able to be nimble and meet this challenge head-on, converting a portion of an upcoming training session into an intensive Excel refresher led by Elissa Dennis of Community Economics Inc. reprising her trainer role from the July Summer Training Institute. Interns and supervisors were grateful for this additional training, which will become standard for future BAHIP cohorts.

MENTORSHIP PROGRAM

With feedback from the Year 1 cohort, we developed and added a mentor program for the Year 2 interns, pairing each with a houser of color who could support them personally and professionally throughout the program year. Interns met with mentors to attend housing-related events, discuss possible career paths, and share their personal struggles and anxieties about navigating the internship and their host agencies.

We did not provide strict guidelines for how the interns and mentors would work together, only requiring that they meet once a month, with at least two in-person meetings. Interns found this mentorship to be a critical part of their BAHIP experience, particularly the ability to get guidance from a seasoned professional of color, especially the interns who were one of the few people of color on their teams at their host agencies.



LEARNINGS FROM BAHIP YEAR 2



With the addition of the Racial Equity and Inclusion Manager to the NPH team, we gained additional capacity to support our interns and supervisors in Year 2.

The more frequent trainings and regular check-ins helped us to address challenges as they surfaced so that we could support efforts to resolve these challenges in a timely manner.

Our new intern training on navigating workplace culture received good reviews from the interns, which prompted us to make sure that future interns continue to receive soft-skills trainings in addition to hard skills.

With the early departure of two of our BAHIP interns, we carried out the second half of the program year with a smaller cohort of seven. We then focused our efforts on creating the best program experience for the remaining interns, and with the addition of the COVID-19 pandemic, our smaller cohort grew incredibly closeknit.

We were able to switch to virtual check-ins as a cohort every two weeks over Zoom to ensure that the interns felt continuous support and did not get lost in the adjustments to working from home. From this experience, we learned that the cohort aspect of BAHIP was critical in supporting the interns' learning as they all shared the experience of transitioning to shelter-in-place and in wrapping up their work together.

We also learned the importance of the interns having a strong rapport with their supervisors so that they could feel comfortable in approaching them virtually for questions and direction on their tasks and projects while working remotely. These situations provided us with new challenges, but through these experiences we were able to get a stronger picture of the role of the support network within BAHIP.



BAHIP YEAR 3 UPDATE

The COVID-19 pandemic and resulting shelter-in-place orders created a challenging environment for the launch of Year 3, but we are happy to report that NPH and host agencies are ready to welcome another promising BAHIP cohort. Eleven interns from across the Bay Area have been selected through the application and virtual interviewing process, and they are eager to begin their program year.

We are also excited to welcome three new host agencies in this upcoming program year:

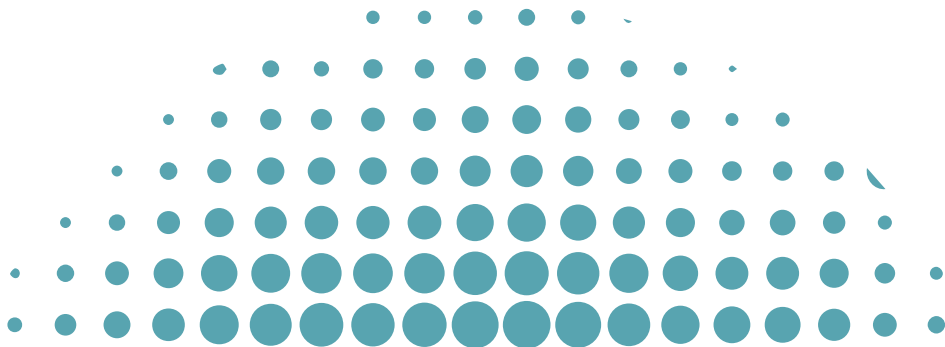
- Burbank Housing,
- The Unity Council, and
- Community Housing Development Corporation (CHDC).

These new host agencies allow BAHIP to reach into new communities and expand the BAHIP network to include more NPH members. We know these three new host agencies will benefit from hosting a BAHIP intern with the added support to their work and the additional diverse perspectives on their teams. With additional host agencies participating, NPH is continuing to further our efforts to advance racial equity and inclusion.

In consultation with host agencies and the BAHIP Advisory Committee, NPH has finalized a modified program schedule that allows agencies to prepare for remote onboarding of the interns and for interns to gain additional pre-internship training.

With the official contract start date moved from June to August, interns will participate in an extended, month-long training program this July, covering topics typically included in the Summer Training Institute in more depth. These changes will allow interns to gain early exposure to concepts typically learned on the job ahead, hopefully creating a smoother transition for both interns and host agencies.

We're grateful these adjustments have allowed all parties to feel comfortable continuing the program during this challenging time, and we anticipate more adjustments along the way.





BAHIP YEAR 1 ALUMNI

WHERE ARE THEY NOW?

7 of 12 are now placed in full-time positions in affordable housing real estate organizations.

We continue to follow up with our Year 1 BAHIP cohort, many of whom have now been hired in full-time positions in the field for over one year. Of the 12 interns who graduated last year, 7 have continued working in the affordable housing real estate development field at NPH member organizations.

One graduate is continuing as program coordinator at a partner organization, the California Coalition for Rural Housing.

Two of our graduates continue to seek a permanent position in the housing and community development sphere. Two others have secured permanent positions in other fields — health care and education.

Several of the BAHIP Alumni have also supported Year 2 of the program, including participating in a panel of the workplace culture training and the resume and interview workshop at the Mid-Winter Retreat, as well as serving on the Advisory Committee.

We anticipate that the BAHIP alumni will continue to play a critical role in the program as future mentors, trainers, and panelists for the next interns.

We will also continue to work with alumni to create regular programming that brings interns and alumni together through happy hours, mixers, and other NPH events and are working to create an official BAHIP Alumni Committee as well.

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. This group, comprised of individuals from the Bay Area's affordable housing sector (and a professor from one of the most diverse campuses in the region), care deeply about recruitment and retention of talent from the communities we serve.

The committee members provided advice and guidance to the Racial Equity & Inclusion Program Manager on recruitment and outreach, selection process criteria and metrics, and training topics and content, including leading training workshops. After the Year 1 cohort graduated, three additional seats on the Advisory Committee were created and set aside for BAHIP alumni. We welcomed two alumni into the Advisory Committee in 2019 and reserved the third seat for a graduate from Year 2.

BAHIP Advisory Committee Members are:

- Elissa Dennis, Community Economics Inc.
- Matt Huerta, Matt Huerta Consulting
- Kenneth Jones, Landis Development
- Cindy Heavens, SF Mayor's Office of Housing & Community Development
- Anna Alexander, CSU East Bay
- Karim Sultan, Covia
- LaJanee Turner, Contra Costa Health Services (BAHIP Alumna)
- Henry Guan, Resources for Community Development (BAHIP Alumnus)



ACKNOWLEDGEMENTS & APPRECIATION

MENTORS & ADDITIONAL TRAINERS

The interns would not have had such a strong finish to their program year without the critical support of their mentors. We would like to thank:

- Vianey Nava, formerly Housing Trust of Silicon Valley
- Somaya Abdelgany, Satellite Affordable Housing Associates
- Karim Sultan, Covia
- Cindy Heavens, SF Mayor's Office of Housing & Community Development
- Annie Wong, SF Office of Community Investment and Infrastructure
- Lisa Motoyama, Community Economics, Inc.
- Precy Agtarap, Resources for Community Development
- Zohreh Khodabandelu, Community Economics, Inc.
- Kenneth Jones, Landis Development

We appreciate you volunteering your time and commitment to supporting our interns through the various challenges they faced throughout the program year.

We were also supported by members of our host agencies and NPH in leading trainings for the BAHIP interns. Much thanks and appreciation to:

- Lisa Motoyama, Community Economics, Inc.
- Abby Goldware-Potluri, MidPen Housing
- JR Starrett, NPH
- Marianne Lim, EAH Housing
- Capri Roth, East Bay Asian Local Development Corporation (EBALDC)
- Olson Lee, Consultant/formerly SF Mayor's Office of Housing
- Susie Criscimagna, Eden Housing
- Lauline Mitchell, BBI Construction
- Alina Harway, NPH
- Pedro Galvao, NPH
- Rodney Nickens, NPH
- Erica Williams Orcharton, Goldfarb & Lipman, LLP



ACKNOWLEDGEMENTS & APPRECIATION

THANK YOU YEAR 2 FUNDERS

Finally, this program would not exist without our funders. Thank you to:

- Chan Zuckerberg Initiative
- Community Economics, Inc.
- The San Francisco Foundation
- Bank of America
- Bay Area LISC, and
- Merritt Community Capital Corporation.



BAY AREA HOUSING INTERNSHIP PROGRAM

BAHIP is a one-year, paid internship program designed to launch careers in affordable housing development and project management — specifically for Bay Area college students from low-income, communities of color.

CONTACT

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This internship is best for entering senior college students seeking hands-on experience and exposure to mentors of color before launching careers in the affordable housing development industry.