

BAHIP 2020-21

BAY AREA HOUSING INTERNSHIP PROGRAM

AUGUST 2021



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





“

**The BAHIP internship . . .
connected me to an
incredible network of
young, engaged, and
passionate BIPOC
professionals who care
about housing as much
as I do.**

”



**JUSTINE YOU
CHING TSAI**
BAHIP YEAR 3 ALUM

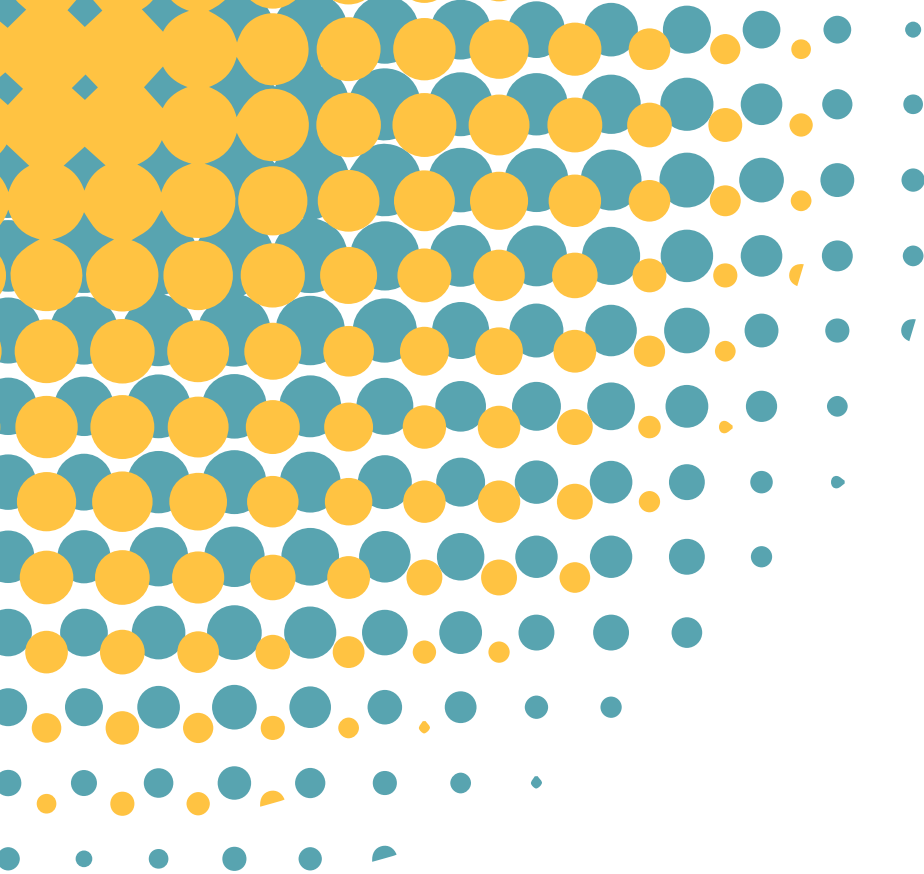


TABLE OF CONTENTS

4	INTRODUCTION	15	BAHIP YEAR 4 UPDATE
5	OUR PROGRESS: THE NUMBERS	16	ALUMNI UPDATES
6	OUR 2020-2021 BAHIP INTERNS	17	ALUMNI'S VALUABLE CONTRIBUTIONS TO BAHIP
10	PROGRAM ACTIVITIES: THE BAHIP EXPERIENCE	18	ACKNOWLEDGEMENTS & APPRECIATIONS

Report by Monica Joe, Peggy Lee, & Daniel Woods-Milligan
Design by Yesenia Jameson
August 2021 © Non-Profit Housing Association of Northern California (NPH)





IN SHORT...

In May 2021, the Non-Profit Housing Association of Northern California (NPH) was proud to graduate our third cohort of interns from the Bay Area Housing Internship Program (BAHIP), supporting 11 new affordable housing professionals and advancing our goal to diversify our field and create more inclusive and equitable workplace environments.

Despite the challenges and limitations caused by the COVID-19 pandemic, our third BAHIP cohort successfully completed the entire program, and we are thrilled to share in this report the impressive details and results.

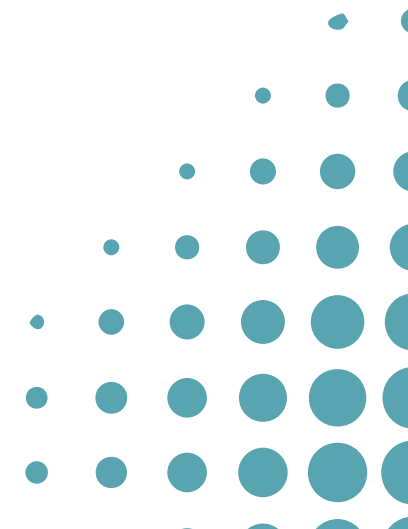
INTRODUCTION

In 2018, NPH launched our Bay Area Housing Internship Program (BAHIP). A one-year, paid internship, the goal was to contribute to diversifying the Bay Area's affordable housing field by recruiting college students from low-income communities and communities of color into careers in affordable housing real estate development. Our vision was that BAHIP would be one of many NPH programs and initiatives that would help address the lack of diversity in our industry and work toward dismantling white supremacist systems in affordable housing.

Today, three years after the launch of BAHIP, it is part of a body of NPH's racial equity and inclusion work, which includes convening our Diversity, Equity, and Inclusion (DEI) Working Group, maintaining a timely Racial Equity Resource Library, and continuing efforts to center racial equity in our policy advocacy, capacity building, community engagement, organizational development, and strategic communications work.

NPH is proud of all our BAHIP graduates over the duration of the program's existence, as we've witnessed firsthand their personal and professional growth in our collective work toward housing and racial justice. NPH strives to maintain relationships with our graduates, helping them grow and expand in their careers, and looks forward to a day when they become mentors and guides to future generations of housers.

NPH extends a special thank you to host agencies and other key partners in BAHIP who help make this critical, life-changing work possible.





OUR PROGRESS: THE NUMBERS

Since BAHIP's inception in 2018:

31	Interns recruited & placed	16	Agencies have hosted interns
28	Interns graduated program	8	Interns worked across 8 Bay Area counties
50	Hours of hands-on training provided to interns each program year	7	Interns graduated from 7 different California colleges and universities

WHERE ARE THEY NOW?

93% of program graduates continued in equity-focused and community-driven work:

75% employed in non-profit affordable housing development, 18% in related fields or pursued graduate education.

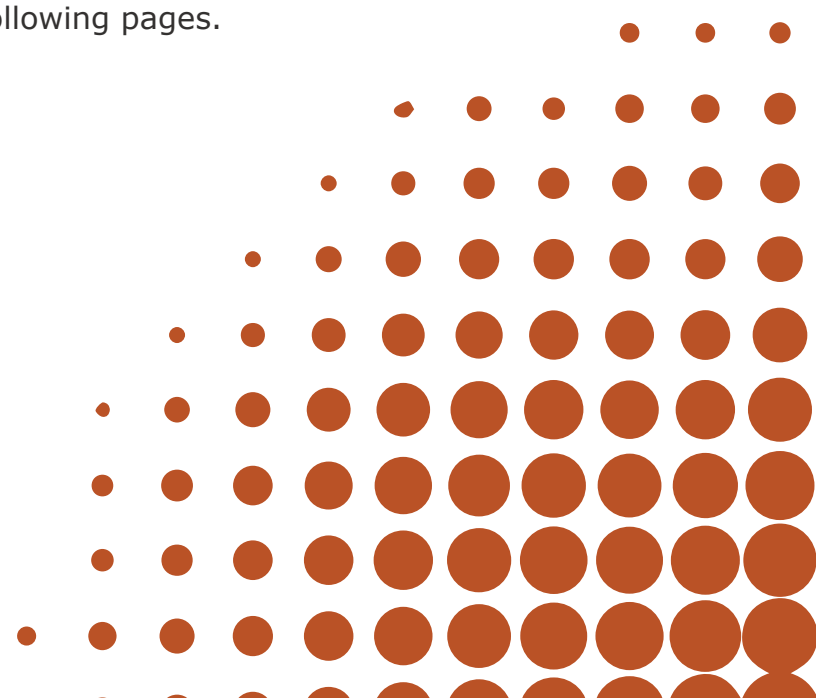


OUR 2020-2021 BAHIP INTERNS

Rising to and Meeting Challenges

Due to the uncertainties brought on by the COVID-19 pandemic and the impact it had on our host agencies, the 2020-2021 BAHIP cohort delayed the start of their internship until August 2020. To make up for the lost opportunity of full-time employment for the interns during their 2020 summer break, we gave host agencies and interns the flexibility to extend the internship beyond the scheduled end date of May 31, 2021. We also decided to go ahead with the Summer Intensive training sessions in July, offering our interns a stipend for their training time in order to offset the delay of formal employment with their host agencies.

Our cohort of 11 interns were selected from a competitive field of 48 applicants from schools across the region, and we are pleased to introduce you to them on the following pages.





VANESSA AMAYA

SAN FRANCISCO STATE UNIVERSITY
PLACED AT: Mission Economic Development
Agency (MEDA)



ANN CHEN

SAN FRANCISCO STATE UNIVERSITY
PLACED AT: The Unity Council



ALYSSA FUA

UC BERKELEY
PLACED AT: Satellite Affordable Housing
Associates



GABRIELA JAUREGUI

UC BERKELEY
PLACED AT: EAH Housing





JUKE JOSE

ACADEMY OF ART UNIVERSITY

PLACED AT: Tenderloin Neighborhood
Development Corporation



REBECCA KILMARTIN

CAL STATE EAST BAY

PLACED AT: Community Housing Development
Corporation



JOSHUA LEWIS

SAN JOSE STATE UNIVERSITY

PLACED AT: First Community Housing



SOPHIA O'NEAL

CAL STATE EAST BAY

PLACED AT: Eden Housing





ROXANA SALAMANCA*

SONOMA STATE UNIVERSITY
PLACED AT: Burbank Housing



ELSA SALGADO

SAN JOSE STATE UNIVERSITY
PLACED AT: Alta Housing



JUSTINE YOU CHING TSAI

UC DAVIS
PLACED AT: Resources for Community Development





PROGRAM ACTIVITIES: THE BAHIP EXPERIENCE

HANDS-ON EXPERIENCE

In order to ensure that the interns would gain the skills and competencies needed to succeed in an affordable housing project management role, NPH worked with the intern supervisors in advance to develop learning plans focused on five key areas: the financial pro forma, the project approval process, loan closings, development finance applications, and leadership development. These learning plans required host agencies to specify intern projects and activities that would bring hands-on experience in technical skill areas as well as leadership development activities (such as shadowing executive leadership, both informally and during key meetings, and attending organizational board meetings). The required core competencies and leadership development component are what distinguishes BAHIP from typical internships.



NPH TRAININGS

Despite the challenges of the COVID-19 pandemic, NPH staff ensured that interns received all the necessary BAHIP trainings through a virtual space. Virtual trainings eliminated the barrier of distance and NPH took advantage of this by creating more online learning opportunities, such as trainings in partnership with the California Coalition for Rural Housing Rural West Internship cohort, as well as supplemental trainings as needed. For instance, the affordable housing finance trainings became a four-part series, as previous cohorts had shared that finance was the most difficult technical skill to develop. We also provided more frequent trainings on the topic of overcoming challenges in communication during a virtual program year. Beyond learning and honing their skills, these virtual group learning experiences were also opportunities for interns to develop relationships, supporting and learning from each other.

All in all, the NPH trainings included the monthly training series, Summer Intensive training, and the Midwinter Retreat sessions.

THE NPH TRAININGS COVERED CRITICAL SKILLS IN THREE MAJOR AREAS:

Real Estate Development:

- Affordable Housing Fundamentals
- Construction Management
- Development Timeline
- Excel Overview
- Development Feasibility Analysis
- Affordable Housing Finance (offered in 4 parts)
- Design and Housing

Soft Skills Trainings:

- Communication (offered in 3 parts)
- Interview and Resume Skill Building
- Life After Internship
- Understanding Workplace Culture

Housing Policy and Advocacy:

- How to Talk About Affordable Housing
- Understanding the Legislative Process
- "Roots, Race, and Place" Discussion
- Framing the Housing Problem
- History of Housing and Community Development

OTHER TRAINING OPPORTUNITIES

NPH offered interns free registration to our popular professional development workshops, trainings, and events attended by affordable housing professionals throughout the year, including our annual Fall Conference, all Brown Bag trainings, Emerging Leaders Peer Network trainings, and networking events.

OTHER NPH SUPPORT FOR INTERNS AND HOST AGENCIES

Over the course of the program year, NPH Racial Equity and Inclusion Manager Monica Joe conducted regular virtual check-ins individually with interns and intern supervisors to offer guidance and support, with NPH Deputy Director Peggy Lee providing additional backup capacity. The goal of these check-ins was to ensure that the internship experience was going well for both interns and host agencies/supervisors. Check-in topics included making sure the intern's workload was appropriate and that communication between supervisor and intern were going smoothly; supporting the interns in navigating personal challenges; and ensuring that interns were developing skills in each of the five competency areas of the program, which are financial pro forma, project approval process, loan closings, development finance applications, and leadership development.

In Year 3 we conducted more supervisor group check-ins than prior program years to support them, and in turn the interns, more fully with the challenges of the virtual environment of the internship. During these check-ins, supervisors were able to troubleshoot together, finding ways to make the internship work in a virtual setting for both interns and host agencies. The supervisors' ideas and feedback were critical to the success of the program year.

RESPONSIVE TO THE NEEDS OF THE INTERNS

NPH's regular communication with interns and supervisors allowed us to identify needs and deliver. For example, after checking in with supervisors and interns, we learned the need for more training in affordable housing finance due to the challenges of teaching these skills in a virtual setting. NPH responded by offering a four-part training series on affordable housing finance for the interns. We also heard from the interns that they faced challenges in establishing strong communication with their colleagues and supervisors due to the virtual work environment. In response we developed and offered a three-part training series on effective communication tactics. We were fortunate to have our trainers return for these multiple sessions, and they even went above and beyond by developing pre- and post-work for these sessions to help the interns build their skills.

MENTORSHIP PROGRAM

With the success from Year 2, we continued our mentor program, pairing each intern with a houser of color outside of their host agency 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 virtually once a month. Interns expressed that receiving guidance from a seasoned professional of color was a critical part of their BAHIP experience, especially for the interns who were one of the few people of color on the teams at their host agencies.

PUTTING INTERNS FIRST: COVID-19 ADJUSTMENTS

With the COVID-19 pandemic spanning the entire Year 3 of the program, we had to put in place some adjustments to ensure that the program could still serve interns' best interests for their learning and professional development. We delayed the start of the internship from June to August to provide NPH and the host agencies more time to prepare for successfully hosting virtual interns and to assess the status and impacts of the pandemic.

We successfully onboarded our intern cohort, utilizing all possible Zoom tools to enrich the virtual learning environment, and had all interns communicate with each other on the Discord chat platform.

Benefits of a virtual program year included the ability to host additional trainings as well as more opportunities to partner with the California Coalition for Rural Housing and their interns, since travel and training logistics were not necessary. As a result, BAHIP interns gained more learning opportunities from their rural counterparts and received more training from our amazing industry experts who volunteered their time. Additional, more frequent training opportunities helped make up for the barriers to learning that a virtual year presented. We also hosted successful virtual events as part of the program year, with our interns attending our NPH virtual Fall Conference, happy hours with BAHIP alumni and mentors, and an inspiring virtual graduation to close out the program year.

Despite the challenges of the pandemic, we successfully exposed our cohort to the affordable housing field in creative ways. Our interns were able to provide public comment at virtual meetings with state finance agencies, like TCAC and CDLAC, host community engagement events over Zoom, and participate in virtual groundbreakings and grand openings of affordable housing developments at their agencies. Even in a remote learning environment, our Year 3 cohort had an enriching and fulfilling experience.

BAHIP YEAR 4 UPDATE

With the lessons learned from a virtual cohort in Year 3, we are excited to kick off Year 4 of BAHIP. We will have 7 interns at 7 host agencies across the Bay Area who have been selected through the application and virtual interviewing process, and they are eager to begin their program year. We are excited to welcome one new agency this year, Abode Services/Allied Housing, expanding our BAHIP network.

Year 4 interns have been onboarded virtually in Summer 2021 and will eventually work in-person or in a hybrid setting, as COVID-19 restrictions are modified and NPH member organizations are developing their reopening plans. We will continue with the same successful summer training series we have created for previous cohorts and set up our Year 4 interns for an enriching and successful program year.





ALUMNI UPDATES

YEAR 1

Out of 12 graduating interns, 8 work in affordable housing development, 1 in affordable housing policy/advocacy, 1 in education, 1 in public health, and 1 unknown

YEAR 2

Out of 7 graduating interns, 5 work in affordable housing development, 1 in education, and 1 in homeownership services

YEAR 3

Out of 10 graduating interns, 8 work in affordable housing development, 1 in architecture, and 1 is continuing to graduate school in urban planning

We continue to follow up with our program alumni, many of whom work permanently in affordable housing development at NPH member organizations. You can view alumni portfolios of work during the internship program years on our [BAHIP webpage](#).





ALUMNI'S VALUABLE CONTRIBUTIONS TO BAHIP

We continue to involve our alumni in aspects of the program, with alumni participating in panels on workplace culture, what to expect during the internship, and life after the internship. We also have three alumni serving on the BAHIP Advisory Committee. We anticipate that 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. We are also working to create an official BAHIP Alumni Committee.

ACKNOWLEDGEMENTS & APPRECIATIONS

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, BAHIP alumni, 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; they also contributed by leading training workshops. BAHIP Advisory Committee Members are: (in order of appearance from left to right in the image)

- **Anna Alexander, CSU East Bay**
- **Elissa Dennis, Community Economics Inc.**
- **Henry Guan, PATH Ventures (BAHIP Alumnus)**
- **Cindy Heavens, SF Mayor's Office of Housing and Community Development**
- **Matt Huerta, Matt Huerta Consulting**
- **Christian Torres, EAH Housing (BAHIP Alumnus)**
- **Elizabeth Madrigal, Mission Housing (BAHIP Alumna)**
- **Karim Sultan, Covia**



ANNA ALEXANDER
CSU East Bay



ELISSA DENNIS
Community Economics Inc.



HENRY GUAN
Associate for Community Development (BAHIP Alumnus)



CINDY HEAVENS
SF Mayor's Office of Housing & Community Development



MATT HUERTA
Matt Huerta Consulting



CHRISTIAN TORRES
EAH Housing (BAHIP Alumnus)



ELIZABETH MADRIGAL
Mission Housing (BAHIP Alumna)



KARIM SULTAN
Covia

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:

- **Aditya Potluri, California Housing Partnership**
- **Allyson Ujimori, Housing Authority of the City of Alameda**
- **Annie Wong, SF Office of Community Investment and Infrastructure**
- **Chad Horsford, California Housing Partnership**
- **Cindy Heavens, SF Mayor's Office of Housing and Community Development**
- **James Perez, East Bay Asian Local Development Corporation**
- **Lisa Motoyama, Community Economics, Inc.**
- **Macy Leung, Abode Services/Allied Housing**
- **Polo Muñoz, MidPen Housing**
- **Zohreh Khodabandelu, Community Economics, Inc.**

We appreciate our mentors for their time and their commitment to supporting our interns through the various challenges they faced throughout the program year.

We were also supported by many trainers throughout the program year who helped ensure that our interns gained the skills and training they need to succeed in the field. Much thanks and appreciation to:

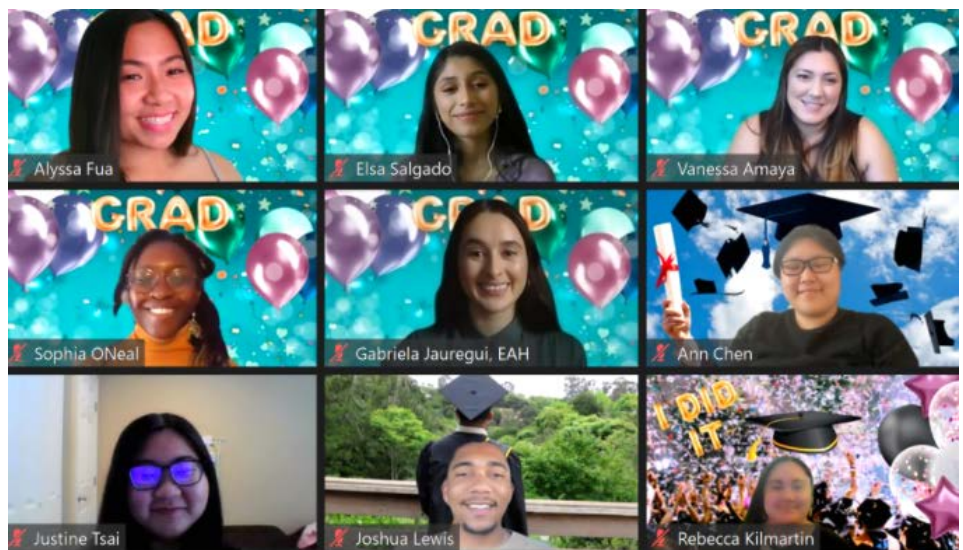
- **Abby Goldware-Potluri, MidPen Housing**
- **Aditya Potluri, California Housing Partnership**
- **Alicia Sebastian, CCRH**
- **Caroline Souza, David Baker Architects**
- **Chad Horsford, California Housing Partnership**
- **Charles Green, As Architecture, Inc.**
- **Cindy Heavens, SF Mayor's Office of Housing and Community Development**
- **Elissa Dennis, Community Economics, Inc.**
- **Karen Naungayan, CA HCD**
- **Lauline Mitchell, BBI Construction**
- **Lihbin Shiao, Mosaic Urban Development**
- **Lisa Motoyama, Community Economics, Inc.**
- **Lori Gibson-Washington, Gibson Washington Consulting & Coaching**
- **Matt Huerta, Matt Huerta Consulting LLC**
- **Zohreh Khodabandelu, Community Economics, Inc.**

BAHIP YEAR 3 FUNDERS

Finally, this program would not exist without our funders. A big thank you to:

- Bank of the West
- Chan Zuckerberg Initiative
- Crankstart
- Community Economics, Inc.
- Merritt Community Capital Corporation
- JPMorgan Chase
- Tipping Point Community

We Appreciate You!



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

MONICA JOE, PROGRAM MANAGER
MONICA@NONPROFITHOUSING.ORG
NONPROFITHOUSING.ORG/BAHIP

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