



BAY AREA HOUSING

INTERNSHIP PROGRAM

YEAR 4 REPORT

MARCH 2023



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





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INTRODUCTION

In June 2022, the Non-Profit Housing Association of Northern California (NPH) was proud to graduate our fourth cohort of interns from the [Bay Area Housing Internship Program \(BAHIP\)](#), supporting 7 new affordable housing professionals and advancing our goals to diversify our field and create more inclusive and equitable workplace environments. Our fourth BAHIP cohort successfully completed the entire program and we are thrilled to share in this report the impressive details and results.



This internship has changed the trajectory of my life and I'm extremely grateful for the opportunities this has opened up for me.

Year 4 program graduate

What Is BAHIP?

In 2018 NPH launched BAHIP, a one-year, paid internship with the goal to help diversify 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.**



A Larger Effort

Today, over five 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 in 2022, launching our new [Anti-Racist Champions of Change \(ARCC\) program](#), which offers a full year of in-depth leadership development opportunities for non-profit affordable housing BIPOC managers and their executive-level leaders. NPH also continues efforts to center racial equity in our policy advocacy, capacity building programming, community engagement, organizational development, and strategic communications work.

BAHIP and Beyond

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.

OUR PROGRESS: THE NUMBERS

Since BAHIP's launch in 2018, it has accomplished the following:



39

Interns recruited & placed at internships at non-profit affordable housing developers



36

Interns graduated the program



23

Alumni found employment in non-profit affordable housing development



2

Alumni are working in direct services



6

Alumni hired in a related field or pursued graduate education



16

Agencies have hosted interns



8

Interns worked across 8 Bay Area counties



50

50 hours of hands-on training provided to interns each program year



9

Interns graduated from 9 different California colleges and universities

WHERE ARE THEY NOW?



86% of program graduates continued in equity-focused and community-driven work:



64% employed in non-profit affordable housing development



22% in related fields or pursued graduate education.

Thank You BAHIP Host Agencies! NPH would like to extend a special thank you to the host agencies and other key partners in BAHIP who help make this critical, life-changing work possible.

YEAR 4: ANOTHER SUCCESSFUL VIRTUAL PROGRAM YEAR

Due to the COVID-19 pandemic, our Year 4 BAHIP cohort had a primarily virtual internship experience. We were able to learn from the Year 3 cohort how to conduct this internship in a virtual setting and heard that our program graduates had an enriching experience in the internship. As some of our host agencies began to open their offices for hybrid work, a few of our interns were able to work in-person on and off throughout the program year.

Our 2021-2022 BAHIP Interns

Our cohort of 7 interns were selected from a competitive field of 30 applicants from schools across the region:



BRYAN DADOR

San Francisco State University

PLACED AT

MidPen Housing



DANNY GARCIA

San Jose State University

PLACED AT

First Community Housing



YAJAIRA HERRERA

Cal State East Bay

PLACED AT

Eden Housing





MONICA POBLANO

UC Berkeley

PLACED AT

EAH Housing



JANNYA SOLWAZI

San Diego State University
(online)

PLACED AT

Abode Services/Allied Housing



VANYA SRIVASTAVA

UC Berkeley

PLACED AT

Tenderloin Neighborhood
Development Corporation
(TNDC)



PRISCILA TAPIA

UC Santa Cruz

PLACED AT

Mercy Housing California





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 is what distinguishes BAHIP from typical internships.**

I really enjoyed my host agency and the staff members. I couldn't have asked for a better host agency.

Year 4 program graduate

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 overcoming the 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, the Summer Intensive training, and the Midwinter Retreat sessions - held jointly with the Rural West Internship cohort.

The 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 Senior Program 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.

We conducted several supervisor group check-ins to support them 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.



The training sessions were extremely helpful throughout the entire year. For my own educational purpose, it always felt nice to be able to practice the assignments at my host agency but then also being able to go into depth during our trainings. In a very significant way, each training brought a great learning experience to me throughout the year. I was able to apply it to my intern work and continue growing that knowledge. Each training had its purpose and even though at some points it was hard to distinguish that purpose, every time after the training I felt so motivated and empowered by the session. The training sessions were also a great way for me and my cohort to connect. Having to go through this experience was so much nicer with other interns. Wish I could be an intern forever haha, forever grateful for the opportunity.



Year 4 program graduate

Mentorship Program

With the success from Years 2 & 3, 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 the ability to get 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 4 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 successfully onboarded our intern cohort virtually, 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 the NPH virtual Fall Conference in 2021 and virtual happy hours with BAHIP alumni and mentors. Thankfully, we were able to host an inspiring in-person graduation to close out the program year in June 2022. Our intern graduates appreciated the opportunity to finally meet in person to celebrate each others' accomplishments.

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 4 cohort had an enriching and fulfilling experience.



ALUMNI UPDATES

YEAR 1

CAREERS OF 12 GRADUATING INTERNS:

-  8 Affordable Housing Development
-  1 Education
-  1 Public Health
- 2 Unknown

YEAR 2

CAREERS OF 7 GRADUATING INTERNS:

-  5 Affordable Housing Development
-  1 Education
-  1 Homeownership Services

YEAR 3

CAREERS OF 10 GRADUATING INTERNS:

-  8 Affordable Housing Development
-  1 Architecture
-  1 Continuing to graduate school in urban planning

YEAR 4

CAREERS OF 7 GRADUATING INTERNS:

-  3 Affordable Housing Development
-  1 Private Real Estate Development
-  2 Continuing to graduate school in urban planning
-  1 Engineering

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



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. In Year 4 we officially launched the BAHIP Alumni Committee, led by two alumni from early years in the program who now work as housing professionals. They have planned virtual happy hours and created a contact sheet for all alumni. We look forward to more activities from the Alumni Committee as we group our BAHIP alumni network.





ACKNOWLEDGMENTS & 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, 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:

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

Mentors and 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:

- Allyson Ujimori, Housing Authority of the City of Alameda
- April Talley, BRIDGE Housing
- Gregory Chin, Retiree formerly of California Housing Partnership
- Matt Huerta, Matt Huerta Consulting LLC
- Thu Nguyen, Related California
- Vianey Nava, First Community Housing
- Viviana Lopez, Bank of America





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

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

- Abram Diaz, Non-Profit Housing Association of Northern California (NPH)
- Adrienne Gemheart, California Housing Partnership
- Anna Alexander, CSU East Bay
- Cindy Heavens, SF Mayor's Office of Housing and Community Development
- Elissa Dennis, Community Economics, Inc.
- Elizabeth Klueck, Goldfarb & Lipman LLP
- Genise Choy, California Housing Partnership
- Isabel Brown, Goldfarb & Lipman LLP
- Jan Lindenthal, MidPen Housing
- Karen Naungayan, CA Infrastructure & Economic Development Bank (IBank)
- Lisa Motoyama, Community Economics, Inc.
- Lori Gibson-Washington, Gibson Washington Consulting & Coaching
- Matt Huerta, Matt Huerta Consulting LLC
- Peggy Lee, Non-Profit Housing Association of Northern California (NPH)
- Zohreh Khodabandelu, Community Economics, Inc.

BAHIP Year 4 Funders

Finally, this program would not exist without our funders.
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BAY AREA HOUSING INTERNSHIP PROGRAM

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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.

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.