REQUEST FOR APPLICATIONS

2022-2023 CALIFORNIA STATEWIDE HOUSING DEVELOPMENT TRAINING INSTITUTE (HDTI)

Local Initiatives Support Corporation (LISC) is pleased to announce that it is accepting applications for its 2022 California Statewide Affordable Housing Development Training Institute (HDTI) for nonprofit community development corporations. The Los Angeles, Bay Area, San Diego, and Rural LISC offices will select approximately 40-50 participants to be a part of this yearlong comprehensive training in affordable housing development within a community development context.

Due to the uncertainty associated with COVID-19, Parts I and II of the 2022-2023 HDTI program will be held via a comprehensive online program in lieu of our traditional weeklong in-person program. Additionally, it is unknown whether Part III (Winter 2022/2023) will be held in-person or virtually at this time. The health and safety of our participants, trainers, and staff are of utmost importance and will lead the decision-making process for Part III. We do anticipate offering 1-2 in-person regional sessions over the course of the year.

PROGRAM DESCRIPTION

Since 1988, the California LISC offices have sponsored HDTI and over 500 people representing over 100 community development organizations throughout California are graduates. LISC launched HDTI in response to an unmet educational need for a comprehensive program to develop the skills of nonprofit community development corporation (CDC) staff. In order to meet their staffing needs, CDCs oftentimes hire someone with limited direct experience in development and provide them with on-the-job training to increase their skills and their utility to the organization. People with the required skills, often acquired through a combination of graduate school training and experience in development, are at a premium. On-the-job training often strains CDC's small staff resources and is limited to the specifics of the project at hand. As a result, many new project managers are left with a fragmented, incomplete picture of all the elements in the affordable housing development process and how to carry them out.

LISC's training program was launched with the first Los Angeles training program in 1988-1989 followed by Bay Area and San Diego training program in subsequent years. In 1994, for the first time, LISC operated a statewide program. Since then, the LISC California statewide HDTI program has typically been offered every other year with an average of 40-50 participants in each cohort.

The skills required to develop affordable housing and economic development projects are complex and multifaceted, and the pool of professionals with extensive development experience is limited. LISC's HDTI is a significant investment in the development of human capital by increasing the skills of new and new-to-development staff.

The goals of HDTI include:

- Increasing the development capacity of community-based nonprofit development organizations by providing practical, comprehensive, and intensive skill training in affordable housing development and community development strategies and techniques.

- Increasing the supply of affordable housing through the program's emphasis on production as part of the learning process. During the duration of the training program, each participant is expected to work on an actual housing development, applying the lessons learned during the program and applying the lessons learned during the workshop thus creating a real-life context for the training.
- Fostering a diverse network of project management professionals who serve as a resource to each other, share information, and provide peer support throughout their careers.

PROGRAM COMPONENTS

The specific components of the training program include the following curriculum modules:

Real Estate Development

- Definitions of common real estate development terms
- Exploration of the key components of sound, socially responsible property and asset management
- Extensive financial feasibility and analysis instruction
- Housing finance – the "ins" and "outs" of public resources
- Instruction on how to use a financial calculator and excel
- How to select, organize, and manage a development team
- Understanding and managing the development process
- Identifying sites and obtaining site control
- Syndication and equity participation issues
- Resolving planning and zoning issues
- Construction management
- Marketing and lease-up
- Introduction to property and asset management
- Tax Credit Financial Structuring
- Negotiating with lenders and investors

A combination of presentations, case studies, and simulations allow participants to negotiate a typical housing development deal issue with real world practitioners, and draws on all of the program's skill areas outlined above. Working together in small groups, the participants are able to learn from each other and build upon skills learned during the training sessions.

One of the important features of the LISC training program is that it provides for the practical application of lessons learned in the participant's real work setting. Participants are expected to work on a development project as part of the training program.

PROGRAM DESIGN AND SCHEDULE

In previous years, HDTI has been structured as a two-part program: Fundamentals, which was presented over two weeks (one week in the fall, one in the spring), and Advanced (one week the following fall). In order to streamline programming and give students a more robust and in-depth experience, HDTI will be presented as a three-part program, combining Fundamentals and Advanced into a year-long training program. Students will receive approximately 160 hours of instruction over a twelve-month period.

Attendance at all sessions is mandatory. Given the uncertainty surrounding in-person meetings during this time, HDTI will be structured as a virtual classroom program for Parts I and II. We will continue to monitor the health crisis, which will be the deciding factor in whether or not Part III is offered in person or virtually. HDTI 2022-2023 is currently structured in the following manner:

HDTI 2022-2023	
Orientation	April 29, 2022
Spring 2022 (Part I)	May 9-13 and 16-17, 2022
Summer 2022 (Part II)	August 18-22 and 22-23, 2022
Winter 2022/2023 (Part III)	Dates TBD

Orientation (April 29, 2022)
For participants and their supervisors, includes: reviewing program requirements and goals, learning expectations in a virtual format, preparing an individual self-assessment and learning plan, and an introduction to financial calculators. Sessions will be held by each LISC office **virtually** for participants for each LISC region (Los Angeles/San Diego, Bay Area/Rural).

Part I: Spring 2022
Part I will be held virtually over 1.5 weeks in May 2022.

- Week 1: May 9-13 and 16-17, 8:30 AM – 5:00 PM daily (approx.)

Part II: Summer 2022
Part II will be held virtually over 1.5 weeks in August 2022.

- Week 1: August 15-19 and 22-23, 8:30 AM – 5:00 PM daily (approx.)

Part III: Winter 2023
Dates and location for Part III are to be determined. Should classes remain virtual, they will follow a similar structure as Parts I and II.

Two one-day local workshops – *dates to be determined.*

***NOTE:** For any in person trainings, participants may be expected to arrive the Sunday evening prior. Training typically begins at 8:00 am on Monday morning.

PARTICIPANT PROFILE AND ELIGIBILITY REQUIREMENTS

In order to be eligible for program participation, organizations must meet the following criteria:

1. **Organizations must be incorporated as a nonprofit 501(c)(3) organization.** Participating organizations should have a clear and ongoing commitment to housing development. The development of affordable housing must be stated in the organization's mission statement and bylaws.

2. The primary participants are project managers and assistant project managers, who are working on developing rental housing projects and who have one and a half (1.5) to three (3) years of

experience. In small organizations, executive directors or housing directors with half-time project management responsibilities are also potential participants.

3. Each participant must identify a housing development project to utilize as part of the training. All participants must be actively working on the project during the training between sessions, applying lessons learned from the workshops. Participants must be able to commit at least 20 hours per week to that project.

4. The program involves extensive reading, often under time pressure in class. The participants must also have basic business math skills, and be minimally comfortable with manipulating ratios and fractions. Applicants who are concerned about these issues should talk to their local LISC office before applying.

5. Participants will be provided with a financial calculator and assistance with learning that calculator as part of the program. Students will be expected to have a working knowledge of Excel. **Participants who are not currently comfortable with using excel are responsible for completing introductory workshops on their own before attending the class.**

Additionally, because of the competitive nature of the program and our limited number of students we will be able to accept, applicants/organizations who meet some or all of the following criteria will be given additional consideration:

- Graduate of LISC AmeriCorps programs including the LA Housing Internship Program (LA HIP), and the NPH Bay Area Housing Internship Program (BA HIP);
- Alumni of the Merritt Scholars Program;
- Current LISC borrowers or grant recipients;
- Organizations with a majority BIPOC board of directors;
- Applicants who identify as BIPOC;
- Applicants who have lived experience.

APPLICATION PROCESS

- Organizations are limited to no more than two (2) applicants
- Supervisors: please be prepared to submit a statement in the application discussing how the applicant will benefit from, and what they would offer to, the program and how the training relates to the projects that the applicant is working on.
- After the initial review of the applications, the applicant and their supervisor (or other appropriate staff) may be invited to participate in an interview session.
- **All applications are due by 5:00 PM on April 1, 2022. You must use the online application.**
- Final participant selections will be made and applicants notified **by April 8, 2022**.

PARTICIPANT EXPECTATIONS

- **Housing Development Project Goals:** Each participant must identify a housing development project to utilize as part of the training. Each participant must work on the project between training sessions, applying lessons learned from the workshops.

- **Individual Training Goals:** Each participant must complete an individual self-assessment and set personal training goals.

- **The immersive, comprehensive nature of HDTI necessitates minimal interruptions.** Organizations should not expect the participant to be available to work on their regular work assignments when they are participating in HDTI. Additionally, organizations are asked to keep participant disruptions to a minimum. Note that we understand that participants may have additional barriers as they navigate working from home and other non-traditional work environments.

- In order to graduate with a LISC HDTI certificate, the participant must attend all sessions and demonstrate a high level of comprehension of the materials. If the participant has a compelling professional or personal reason to leave a session early, or not attend a session, the participant must discuss in advance with their local LISC program officer and obtain approval. A participant with an excused absence may be required to do make-up work as a condition of graduation. A participant who is absent from a session without previously discussing with LISC may be asked to leave the program. If a participant attends but is not making progress toward achieving minimum competencies by the end of the second session, the participant may be asked to leave the program or may not graduate.

- In order for the participant to graduate with a LISC HDTI certificate, the organization must keep its commitment to allow the participant both the support and time to develop a project. If the organization is not making progress toward this goal by the end of the second session, the participant may be asked to leave the program. Additionally, the organization must demonstrate that it has the resources to maintain the staff position.

PROGRAM FEE

The overall program cost is approximately $8,300 per participant including trainer costs, technology, accommodations, meals, training facilities, program administration, materials and supplies. Upon acceptance, each organization is required to pay a portion of the cost per participant on a sliding scale based on the number of units developed and number of participants accepted into the program from any one organization.

Organizations are responsible for transportation to and from the training facility should a session take place in person. The program fee has been adjusted for participants to reflect a travel allowance. **The program fee is non-refundable.**

	Program Fee per Participant (1st Participant)	
Region	**< 2,000 units**	**> 2,000 units**
Bay Area + Rural	$2,877	$3,777
Los Angeles + San Diego	$3,027	$3,927

For the 2022-2023 program, our goal is to ensure that as many organizations as possible are able to send at least one staff member to participate in HDTI. We are encouraging organizations with a desire to send more than one (1) staff member to consider the following:

- Any candidate beyond the first from any organization will be invited to participate based on available space;
- The program fee for each participant in addition to the first will be the following:

	Program Fee per Participant (2nd Participant)	
Region	**< 2,000 units**	**> 2,000 units**
Bay Area + Rural	$3,453	$4,533
Los Angeles + San Diego	$3,633	$4,713

The balance of the cost of HDTI is underwritten by the sponsoring LISC office – Los Angeles, San Diego, Bay Area, and Rural – through a generous grant from Merritt Community Capital.

If you have specific questions about the program or the application, please reach out to your local LISC Program Officer:

Los Angeles LISC
Alexandra Dawson, adawson@lisc.org

Bay Area LISC
Elizabeth Rose Wampler, ewampler@lisc.org

San Diego LISC
Karina Velazquez, kvelazquez@lisc.org

Rural LISC
Keegan McChesney, kmcchesney@lisc.org

LISC's 2022 Housing Development Training Institute is made possible through the support of:

MERRITT
COMMUNITY CAPITAL CORPORATION