



REQUEST FOR APPLICATIONS

2008 CALIFORNIA STATEWIDE AFFORDABLE HOUSING DEVELOPMENT TRAINING INSTITUTE (HDTI)

Local Initiatives Support Corporation (LISC) is pleased to announce that it is now accepting applications for its 2008 California Affordable Housing and Community Development Training Institute (HDTI) for non-profit community development corporations. Approximately 25 participants will be selected by the Bay Area, Los Angeles and San Diego LISC offices to participate in this yearlong comprehensive training in affordable housing development within a community development context.

Electronic versions of the application are available at www.cdexchange.org

Please submit the application by 5:00 p.m. on Friday, November 30, 2007.
Postmarks, facsimile, e-mail copies are not acceptable. Applications should be submitted to your local LISC office:

Bay Area LISC
369 Pine Street, Suite 350
San Francisco, CA 94104
Attention: Peggy Jen
(415) 397-7322

San Diego LISC
450 B Street, Suite 1010
San Diego, CA 92101
(619) 239-6691

Los Angeles LISC
1055 Wilshire Blvd., Suite 1600
Los Angeles, CA 90017
Attention: Mi Yeong Lee
(213) 250-9550

After the initial review of the applications, the training staff applicant and executive director (or other appropriate staff) may be invited to attend an interview session.

It is anticipated that selected participants will be notified by December 14, 2007.

LISC's 2008 Housing Development Training Institute
is made possible by the generous support of



PROGRAM GUIDELINES

PROGRAM DESCRIPTION

Since 1988, the California Local Initiatives Support Corporation (LISC) offices have sponsored nine Affordable Housing and Community Development Training Institutes (HDTI). Over 230 people representing 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 the staff of community development corporations (CDCs). 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 CDCs' 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 development process and how to carry them out.

In response to the lack of adequate training programs, LISC's training program was launched with the first Los Angeles training program in 1988-89. The SF Bay Area LISC program operated a similar program in 1989-90 with 19 organizations. LISC San Diego conducted its first training program in 1992 with 13 participants. In 1994, for the first time, LISC operated a statewide program for organizations from all three of the California program areas and rural areas. Since then the LISC California statewide program has been conducted every other year with an average of 35 participants in each class.

Traditionally nonprofit organizations are the most responsive in undertaking a variety of projects and programs to foster the physical, economic and social revitalization of distressed communities. The skills required to develop affordable housing and economic development projects are complex and multifaceted, and the pool of professionals with extensive development experience in this field is limited. LISC's training programs represent a significant investment in the development of human capital by increasing the skills of new and new-to-development staff.

The goals of the LISC training program are:

- (1) Increase 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.
- (2) Increase 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

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development, applying the lessons learned during the workshop and creating a real-life context for the training.

- (3) Foster a network of project management professionals who serve as a resource to each other, share information and provide peer support throughout their careers.

Training of the organization's project management staff is complemented by the training of the board members. Board participation in the training program increases the likelihood that the organization's overall capacity will be increased. The board training increases the members' understanding of integrating the CDCs development agenda within the context of the broader organizational strategy by familiarizing them with the key decisions in the process which require board input and action.

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 (receiving and learning to use the Hewlett Packard-10B calculator)
- housing finance - the "in's" and "out's" of public resources
- instruction on how to use computerized spreadsheets
- how to select, organize and manage a development team
- understanding and managing the development process
- identifying and accessing funds for development
- feasibility analysis
- 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 management

Community Development and Communications

- history and philosophy of community development
- project selection and neighborhood strategic plans
- building community support
- community development opportunities in housing development
- negotiating skills

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A combination of presentations, case studies and simulations allows 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 housing project as part of the training program.

PROGRAM DESIGN AND SCHEDULE

In the core three-week program, participants will receive approximately 120 hours of instruction in seventeen days of training over a nine-month period. Attendance at all sessions is mandatory. HDTI is structured in the following manner:

One (1) half-day local orientation

For participants and their supervisors, includes: reviewing program requirements and goals, preparing an individual self-assessment and learning plan, and introduction to financial calculators.

Date to be determined

Three (3) five-day statewide sessions

All statewide sessions will be held at the Kellogg West Conference Center located at Cal Poly Pomona (www.kelloggwest.org)

Session 1: February 4 - 8, 2008

Session 2: June 2 - 6, 2008

Session 3: September 15 - 19, 2008

Two (2) one-day local computer spreadsheet workshops

Dates to be determined

In addition, two (2) half-day local board-training sessions will also be offered.

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PARTICIPANT PROFILE AND ELIGIBILITY REQUIREMENTS

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

Organizations must be incorporated as a non-profit 501(c)(3) organization. Participating organizations should have a clear and ongoing commitment to housing development, and a feasible plan for continued salary support for the participating staff person. The development of affordable housing must be explicitly stated in the organization's mission statement and by-laws.

The primary participants are project managers and assistant project managers, who are working on developing rental housing projects and who have less than two years experience. In small organizations, executive directors or housing directors with half-time project management responsibilities are also potential participants. **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.**

Participants must have high school reading and writing competency in English; the program involves extensive reading, often under time pressure in class. The participants must also have basic high school level business math skills, and be minimally comfortable with manipulating ratios and fractions. Applicants may be given a math skills assessment during the interview process. Applicants who are concerned about these issues should talk to their local LISC office before applying.

Selected participants who do not currently regularly use a financial calculator will be provided a Hewlett Packard 10B financial calculator and assistance with learning that calculator as part of the program. Students must also have access to a personal computer with word processing and spreadsheet software. Students will be expected to have a working knowledge of a spreadsheet program. Participants who are not currently comfortable with using a computer spreadsheet program are responsible for completing introductory workshops on their own before attending the spreadsheet clinics.

As part of the training program, two board training sessions will be provided to participating organizations. These sessions are designed to build board capacity in the areas of affordable housing development and finance. Organizations are **required to send a delegation of at least three board members to the two local, half-day training workshops.**

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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 comprehensive nature of the Institute necessitates evening sessions. Organizations should *not* expect the participant to work on projects when they are at the weeklong sessions. Additionally, organizations are asked to keep participant disruptions to a minimum.

In order to graduate with a LISC Housing Development Training Institute certificate, the participant must attend all sessions and demonstrate a mastery of the materials. If the participant has a compelling professional or personal reason to leave a weeklong session early, or not attend an intercession, the participant must discuss in advance with their local LISC office and obtain approval. A participant with an excused absence will be required to do make-up work as a condition of graduation. A participant who is absent from a session without 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 staff person both the support and time (at least 20 hours per week) 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 \$10,000 per participant including trainer costs, hotel accommodations, training facilities, meals, airfare/travel (as appropriate), program administration, materials and supplies. Each organization is required to pay a portion of the program cost on a sliding scale: \$1,700/person (17% of cost) for organizations that have developed less than 2000 rental units, or \$2,500/person for organizations that have developed 2000 or more rental units.

The balance of the cost of HDTI is underwritten by the sponsoring LISC office - Los Angeles, San Diego, and Bay Area - through a generous grant from Citibank.