CCRH DIVERSITY INTERNSHIP PROGRAM
2025–2026 HOST AGENCY REQUEST FOR APPLICATIONS

The California Coalition for Rural Housing (CCRH) is now accepting applications for the 2025-2026 Diversity Internship Program. This one-year paid internship aims to increase racial diversity in the Affordable Housing and Community Development field while addressing the diverse needs of rural communities in California. **Host applications are due Friday, January 17th, 2025.**

Program Overview

The CCRH Diversity Internship Program is designed to recruit, train and retain Black, Indigenous, and people of color (BIPOC) college students, typically for undergraduates in their Junior or Senior year, and provide them with hands-on experience in affordable housing development. We train and place BIPOC students, as well as students from low-income rural backgrounds, immigrant communities, or tribal communities, that reflect the diverse demographics of Rural California.

Interns will gain hands-on experience in creating affordable, healthy, rural communities, with a comprehensive understanding of the intricacies involved in financing and developing housing projects—from concept inception to construction completion. Host agencies play a key role in guiding this development while benefiting from the interns' contributions to ongoing projects.

The program prioritizes students in their final year of college, positioning them to transition into full-time roles within the field after graduation. By participating as a host agency, you contribute to the growth of a diverse and skilled workforce that can help shape the future of affordable housing.

The Program's History

Launched in 1998, the CCRH Rural California Internship Program for Diversity in Nonprofit Housing and Community Development was created to provide students from farmworker and economically distressed rural communities with training and career opportunities in affordable housing. Since then, the program has expanded to include Washington (2010), Oregon (2012), and Hawai'i (2023). To date, over 200 students have completed the program, with at least 50% retention in the field after graduation. The Internship Program is funded by Bank of America, NeighborWorks America, Rural LISC, Merritt Community Capital, Wells Fargo, The Harry and Jeanette Weinberg Foundation, Hau'oli Mau Loa Foundation, and individual donors.

How the Program Works

Host Agencies are selected by January 2025. CCRH then recruits potential intern participants from colleges and universities within driving distance of the selected agencies. The recruitment process

begins in February, and interns are selected no later than May 15th, 2025, following interviews conducted by both CCRH and the Host Agency.

Once selected, the Host Agency becomes the intern's direct employer, with interns beginning full-time work in June (40 hours per week). Starting in August-September, interns will transition to part-time roles (16-20 hours per week) to accommodate their academic schedules. Over the course of the year, interns can work up to 1320 hours, per the agreement between CCRH and the Host Agency.

The Host Agency is responsible for guiding interns through a structured scope of work and learning plan. This includes ensuring interns are supported in developing core competency skills throughout the year. A detailed list of these competencies can be found on page 3. Alongside agency duties, interns are expected to participate in CCRH training and supplemental activities and host agencies are expected to support intern participation in these activities

Intern Pay
Interns are paid $18.00 per hour. Host agencies pay 65% of the cost of the net hourly pay rate, plus applicable health, dental, fringe benefits, taxes, and insurance that may apply for the 2025–2026 program year. CCRH and the host agency enter into an agreement and the Intern is technically an employee of the Host agency. Host agencies are expected to pay the Intern for hours that the Intern is away at CCRH-hosted Intern training and supplemental activities.

INTERN PROGRAM TERM, ACTIVITIES, AND TRAINING

The program begins in June 2025, with interns starting their full-time summer employment as early as possible, depending on their academic schedules. Interns unable to start in June may not be eligible to participate.

Summer Training Institute
In mid-July 2025, all interns gather for the CCRH Intern Program Summer Training Institute, which kicks off with a 4-day in-person retreat at a California location. This intensive training focuses on providing interns with the key skills and knowledge needed to succeed in their internship roles. Following the retreat, interns will continue with online training sessions, held three times a week for one month, offering 2-hour Zoom sessions covering various affordable housing and community development topics.

Additional online training sessions are scheduled throughout the internship year to support continuous learning and development.

Optional Rural Housing Summit
Interns may have the opportunity to attend and participate in CCRH's Annual Rural Housing Summit in Pacific Grove, CA as an enrichment activity. Attendance is optional but they are encouraged to deepen their engagement in the sector.

Midwinter Training and Retreat

In January 2026, interns will attend a Midwinter Training and Retreat in Northern California, held over a weekend. This retreat allows interns to reflect on their experiences, enhance their professional skills, and begin preparing for their final project presentation. Career development tools and strategies will also be introduced to help interns plan for their future in the field.

Final Session and Graduation

The program concludes in May 2026 with interns delivering their Final Project Presentation to a Mock City Council or Committee comprised of Intern Advisory Committee Members, executive directors, alumni, and other leaders in the field. This presentation reinforces their learning and serves as a milestone in their professional growth.

The year culminates in a Graduation event, celebrating the interns' achievements and successful completion of the program during a festive 2-day session.

COMPETENCY SKILLS FOR 2025–2026 PROGRAM YEAR

The CCRH Internship Program is designed to provide interns with hands-on experience and foundational knowledge in real estate and housing development, with a focus on community development. Host Agencies play a critical role in guiding interns toward achieving the following core competencies. While these competencies are goals for the program, CCRH recognizes that interns come from diverse backgrounds and learning experiences, and Host Agencies are encouraged to provide mentorship, resources, and support to help each intern succeed. CCRH may refine or add to this list prior to the start of the 2025–2026 Program Year.

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1. Financial Proforma

The Intern will develop an understanding of the various component parts of the Host Agency's development financial proformas, including:

- Calculating rents for various income affordability levels
- Understanding line items within financial proformas
- Calculating construction and other loan interest
- Manipulating income and rents within financial models
- Calculating cash flow

Host Agencies are encouraged to provide interns with detailed explanations, resources, and real-world examples to help build these skills.

2. Development Finance Application Competency

With appropriate mentorship and guidance, the intern will take an active role in preparing at least one financing application (e.g., TCAC, CDLAC, HCD, CDBG, AHP). Host Agencies are encouraged to provide

the necessary tools, examples, and software to ensure the intern can contribute meaningfully to this process.

3. Development Plans and Project Approval Process Competency

The intern will gain a broad understanding of the project approval process, including:

- Interpreting schematic designs and site plans
- Understanding the contents of construction drawings
- Learning the process for obtaining approved construction plans

For interns working on self-help housing land deals, the intern will learn to interpret civil drawings and understand the steps involved in subdivision approval, including tentative maps, CC&R's, final maps, and public improvement dedication.

4. Loan Closing Competency

The intern will have the opportunity to shadow and assist in the closing of at least one development loan during the internship period. Host Agencies are encouraged to involve interns in this critical stage of project development, providing guidance and mentorship throughout the process.

5. Leadership Skill Building Competency

Interns will be introduced to leadership in the affordable housing sector. Host Agencies should offer opportunities for interns to "shadow" or accompany the organization's Executive Director and senior staff. We suggest at least two one-on-one meetings with the Executive Director throughout the year, in addition to quarterly shadowing opportunities. This exposure will provide the intern with valuable insights into leadership roles, decision-making, and community impact.

HOST AGENCY GUIDELINES AND EXPECTATIONS

At CCRH, we are committed to fostering a learning environment where interns from diverse backgrounds feel supported, challenged, and able to grow into strong leaders within the affordable housing sector. To ensure this, we ask all potential Host Agencies to align with the following expectations. Where applicable, CCRH is ready to support agencies with toolkits, resources, and guidance where needed to meet these goals:

→ **Commitment to Diversity, Equity, and Inclusion (DEI):** We expect all Host Agencies to actively practice a culture of inclusion and belonging. This includes having a clear strategy for promoting racial equity and creating an environment where interns from underrepresented backgrounds can thrive. It is critical that the intern feels they are part of a team that values diverse perspectives and ensures a sense of belonging.

→ **Clear and Structured Supervision:** A dedicated senior-level supervisor should be assigned to mentor and support the intern. Supervisors are expected to participate in CCRH's Supervisor Training and Supervisor Toolkit which will equip them with strategies for coaching interns effectively. Supervisors must also ensure their teams understand the intern's role. Weekly check-ins and regular feedback are recommended to ensure the intern's growth and success.

→ **Organized Supervision & Management:** To ensure interns receive the support and guidance necessary for a successful learning experience, CCRH asks host agencies to designate individuals who will meet the following needs for each intern:

  o Overall Supervision & Contract Management:
    The intern requires a senior leader to oversee their overall progress and serve as the main point of contact for strategic guidance. This person will be responsible for monitoring the intern's development, signing the internship agreement, and holding periodic check-ins to assess long-term growth and goals.

  o Day-to-Day Support & Mentorship:
    The intern also needs a supervisor responsible for daily tasks, training, and regular feedback. This person should mentor the intern, conduct weekly check-ins, assign work, and help the intern develop key skills throughout the program.

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  o **Toolkit Tip:** Use CCRH's Supervisor Toolkit to guide supervision and intern development, including communication strategies and fostering a supportive work environment.

→ **Intern Learning and Development:** Host Agencies should view this internship as a critical career development opportunity for the intern. Interns should be exposed to a range of tasks that help build their competency in affordable housing development, project management, and community engagement. Host Agencies are expected to invest time and resources in training and supporting the intern to ensure they leave the program equipped to succeed in future roles.

→ **Good Project Pipeline:** It is important that Host Agencies provide meaningful, project-based work that aligns with the intern's learning goals. Host Agencies must have an active and robust project pipeline to ensure the intern can contribute to real projects, engage in problem-solving, and develop essential skills in housing development, project financing, etc. Projects should span the duration of the internship to give interns ongoing responsibilities that build toward their professional development.

  o **Action Item:** If there are concerns about project availability, CCRH can help brainstorm ways to create meaningful work for interns, even in slower project periods.

→ **Leadership & Shadowing:** The intern should be exposed to leadership by participating in key meetings or shadowing senior staff. We suggest at least two one-on-one meetings with the Executive Director throughout the year, in addition to quarterly shadowing opportunities. This exposure allows interns to gain insight into high-level decision-making, affordable housing leadership, and community development strategies.

→ **Open Communication and Regular Feedback:** Clear, open lines of communication between Host Agencies and CCRH are essential for the success of the program. We expect Host Agencies to reach out for support when needed and participate in regular check-ins with CCRH

staff. Both CCRH and the Host Agencies are expected to make any necessary adjustments to support the intern's success and overall program effectiveness.

→ **Participation in CCRH Supplemental Activities:** All Host Agencies are expected to support their intern's full participation in CCRH-hosted training and events, including in-person retreats, virtual learning sessions, and the Final Presentations and Graduation Ceremony. These activities provide interns with additional professional development and helps round out the intern's experience.

By adhering to these expectations, Host Agencies can ensure a successful and enriching experience for both their interns and their organizations. CCRH is here to provide guidance, toolkits, and support to make sure every agency has the resources it needs to meet these goals.

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