Planning for Change

PRATT
COMMUNITY
ECONOMIC
DEVELOPMENT
INTERNSHIP

PROGRAM DESCRIPTION
PROGRAM FORMAT

The Pratt Internship is conducted through five residential workshops held in upstate New York over a nine-month period (usually from late September through June). The program includes classroom presentations and discussions, problem solving exercises and case studies that are conducted in small groups that allow participants to draw upon each other’s experiences and strengths. Each workshop combines skill building exercises with hands-on technical assistance on both project and organizational issues. Over the nine-month period, interns plan, design and package a housing or commercial development initiative for their community and sponsoring organizations, enabling them to apply what they have learned in the classroom to actual projects.

In addition to the requirement that participants attend all five workshops and the Mid-Year Seminar (totalling 40 days), applicants should also consider their ability to devote several hours per week between sessions to complete their “practicum assignments.”

PROGRAM SCHEDULE

| WORKSHOP I | September/ October | 2 weeks |
| WORKSHOP II | December | 1 week |
| WORKSHOP III | February | 1 week |
| MID-YEAR SEMINAR | March | 2 days |
| WORKSHOP IV | April | 1 week |
| WORKSHOP V | June | 1 week |

PROGRAM CONTENT

The program provides a basic foundation in the history, theory and strategies of community economic development, and is divided into the following interrelated core components:

△ **Accounting and Financial Analysis** covers the principles and practices of accounting and financial analysis for nonprofits and the business, housing and real estate ventures they sponsor. Interns learn the skills needed to interpret financial statements, prepare for audits and manage financial accounting matters.

△ **Business Development** emphasizes commercial revitalization strategies and their application to mature and distressed commercial districts. This component provides an overview of the range of possible economic development strategies and sources of public and private financing. Interns learn how to prepare business plans and operating pro formas, understand the business development process and its actors and manage consultant relationships.

△ **Real Estate Development** provides interns with a comprehensive overview of the real estate development process for residential and commercial properties. This component covers financial analysis, financing techniques, analysis of the legal, tax, economic and market constraints on various types of development, preparation of development and operating budgets, and the formation and management of the development team.
Organizational Effectiveness builds the capacity of participants to diagnose management issues and utilize appropriate intervention strategies within their organizations. Each intern completes a management systems description which helps them to evaluate their organization’s community development strategies in the context of their management needs.

Nonprofit Law and Tax familiarizes interns with the legal and tax issues facing nonprofits engaged in housing and community economic development. In addition to gaining an understanding of the concepts and definitions needed to maintain their organization’s tax-exempt status, interns learn to structure and control affiliated development corporations.

The Integrative Workshop encourages participants to put what they learn in their core courses — business development, housing and real estate development — into a social, political and organizational context. A historical and policy perspective on community economic development and the current state of the field is followed by an intensive focus on the practical skills of planning, designing and implementing a development strategy. As an open forum, it fosters networking and information sharing about the practical application of various community development strategies to the current environment of the intern’s neighborhood.

The Internship includes a Mid-Year Seminar which takes place on Pratt Institute’s Brooklyn campus. During this seminar, past graduates and other experts in the field are invited to make formal presentations and engage in small group discussions with program participants on current community economic development issues.

PRACTICUM ASSIGNMENTS

During the time between workshops, interns are required to complete “practicum assignments” that help them to apply the concepts and skills of the program to actual projects for their organizations and communities. The assignments consist of readings, field surveys, problems sets and written work. Interns also meet in study groups to exchange ideas and information.

LEARNING PLAN

Throughout the year, interns are assisted by faculty and staff to achieve clearly stated goals and objectives. During the first workshop interns create their own learning plans, which are reviewed at each subsequent workshop to enable them to assess their accomplishments in the context of their individual goals.

COURSE CONCENTRATION

A portion of the final two workshops is conducted in a dual track format. Interns choose one of two advanced areas of concentration:

Commercial Real Estate Development enables interns to make financial projections, understand the key variables of commercial and industrial development, analyze real estate pro formas and rates of return, create joint-ventures, and build negotiating skills.

Housing Development enables interns to choose development strategies, structure, analyze and negotiate real estate deals, and develop a basic understanding of critical housing policy issues.
SIMULATION EXERCISE

The program culminates with the simulation exercise, which is a three-day case study in which interns structure a housing or commercial deal in simulated negotiations with actual bankers, community development practitioners, social service providers, representatives from public agencies and other key players. This exercise serves as the capstone of the program, requiring participants to integrate all of the skills and knowledge developed throughout the Internship.

PRACTITIONER NETWORKS

Graduates of the Pratt Internship have created a professional support network known as the Association for Community Empowerment (ACE). They are also leaders in the Development Leadership Network (DLN), a national professional organization. Both groups are dedicated to furthering the practice of community economic development.

HOW TO APPLY

For more information about the Internship contact:

Rudy Bryant, Associate Director
Leslie Hewlett, Manager of Training Services
(718) 636-3486

To apply for admission to the Internship, complete and send the attached form and three letters of recommendation to the following address:

Pratt Institute Center for Community and Environmental Development (PICCED)
379 DeKalb Avenue, 2nd Floor
Brooklyn, New York 11205
Fax (718) 636-3709

OPPORTUNITY FOR GRADUATE STUDY

Through its close working relationship with Pratt Institute’s Graduate Center for Planning and the Environment, PICCED is able to offer Internship graduates the opportunity to study city and regional planning at the graduate level. Those who successfully complete the Internship and are admitted to the graduate program are awarded up to 30 credits advanced standing. The Graduate Fellowship Program with a concentration in Community Economic Development is designed to enable participants to complete their course work for the master’s degree within one year after completing the Internship. The program has an intensive format, in which each trimester consists of an opening session that runs for several days at Pratt Institute’s Brooklyn campus, followed by four to five weekends over a four month period. This enables students from outside of New York City to participate while continuing to work for community-based organizations and related agencies.

For more information about Pratt Institute graduate programs in city and regional planning contact:

Ron Shiffman, Director
(718) 636-3486

Ayse Yonder, Academic Coordinator
(718) 636-3414

Graduate Center for Planning and the Environment
Pratt Institute
200 Willoughby Avenue
Brooklyn, New York 11205

This program is made possible by the generous support of the Ford Foundation and the Charles H. Revson Foundation.

Photography: Joyce George Design: Pat Scully Design
I affirm that all information on this application is complete and accurate.

SIGNATURE

PLEASE SEND COMPLETED APPLICATIONS TO:

Leslie Hewlett
Manager of Training Services
Pratt Institute Center for Community and Environmental Development (PICCED)
379 DeKalb Avenue, 2nd Floor, Brooklyn, NY 11205
Telephone (718) 636-3486 Fax (718) 636-3709

DATE

How did you learn about the Pratt Community Economic Development Internship?

☐ Brochure ☐ Board of Directors
☐ Program Alumni ☐ Funding Agency
☐ Other (please specify)

Please list major positions you have held, including important changes within one organization. Begin with your most recent position.

EMPLOYMENT HISTORY:

Position administered by your organization:

Programs administered by your organization:

Annual operating budget of your organization:
ESSAY QUESTIONS

Please answer each of the essay questions below as directly and concisely as possible. Your response should be typewritten and double spaced. Do not exceed 500 words for each answer.

1. How would you describe the community and the organization for whom you work?

2. What kind of development projects does your organization undertake, and what is your role in them?

3. Why are you in the field of housing or community economic development, and how would you characterize your approach to the profession?

LETTERS OF RECOMMENDATION

Three letters of recommendation must be submitted by individuals who are familiar with your work in housing or community economic development. Please identify these individuals, along with their organizations and positions.

1. 

2. 

3. 

☐ Recommendations attached   ☐ Recommendations to be forwarded under separate cover

LETTER OF APPROVAL

In addition to the above references, we require a letter of approval from the executive director (or board chair if you are the executive director) that authorizes you to participate in the program. Please be aware that the program is designed to enhance your capacity to fulfill the duties of your present position, but that it requires you to be away from your organization for 40 days during a nine month period. You will also need to devote substantial time to completing "practicum assignments" between the workshop sessions. The board and staff of your organization must be aware of this commitment, and must be willing to support you in fulfilling the requirements of the program.

☐ Letter of approval attached   ☐ Letter to be forwarded under separate cover

PROGRAM COST

The instructional costs of the program are underwritten by the generous financial support of the Ford Foundation and the Charles H. Revson Foundation. Participants are required to pay a local share of $4,000. This fee, which is due prior to the start of the program, covers the cost of lodging, meals and curriculum materials.

A limited amount of financial assistance may be available to organizations that demonstrate financial need. Do not refrain from applying due to financial reasons.

REQUEST FOR FINANCIAL ASSISTANCE

To apply for financial assistance, please attach a one or two page description of the basis for your request. Please specify the amount that you and/or your organization are able to pay, and the amount that you are requesting. This request will be evaluated on the basis of need and availability of funds.
GRADUATE STUDIES

You may receive graduate credit if you successfully complete the Internship. Are you interested in applying for admission to Pratt Institute’s Master of Science Program in City and Regional Planning?

☐ Yes  ☐ No

OTHER EXPERIENCE

Describe any professional training you have received:

Describe any civic or volunteer activities you are involved in:

Describe any “life experiences” that have enhanced your ability to function in the field of housing or community economic development. Highlight those that could help you to successfully complete the Internship:

HONORS AND AWARDS

PLEASE LIST ANY RECOGNITION FOR YOUR ACADEMIC, PROFESSIONAL OR CIVIC ACHIEVEMENTS.
The Pratt Institute Center for Community and Environmental Development (PICCED) is a university-based planning, training and technical assistance organization with over 30 years of experience in working with community-based organizations. PICCED’s programs emphasize coalition building and the empowerment of residents of low-income neighborhoods through ownership of the community development process — from planning and decision making to eventual management of completed projects.

As part of its mission of expanding the capacity of local community-based organizations, PICCED offers the Pratt Community Economic Development Internship. Launched in 1984 with the assistance of the national Development Training Institute, this training program is designed to strengthen the planning, technical and management skills of community development practitioners working for an array of nonprofit organizations and public agencies. Close to 200 community development practitioners have participated in the program since its inception.
WHO SHOULD APPLY

The Pratt Internship is designed for the senior management of nonprofit, community-based development organizations or intermediaries that are planning or implementing housing and economic development projects. The Internship is also appropriate for the staff of government agencies that are responsible for community planning, housing and community economic development. The manager may be the chief staff person or director of a division of an organization that is responsible for these activities. If the applicant is not a senior staff person, he/she should have a considerable degree of authority and autonomy in project development, and should have some management responsibility.

PERSONAL INFORMATION

Name

<table>
<thead>
<tr>
<th>LAST</th>
<th>FIRST</th>
<th>MIDDLE</th>
<th>NICKNAME</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Home Address

City/State/Zip

Telephone

Ethnic Origin or Race

<table>
<thead>
<tr>
<th>Emergency Contact</th>
<th>Social Security Number</th>
<th>Date of Birth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CURRENT EMPLOYMENT

Present Position

Name of Employer

<table>
<thead>
<tr>
<th>TYPE OF ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not-For-Profit:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Tax Exempt:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>For Profit:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Community Development Organization</td>
</tr>
<tr>
<td>Social Service Provider</td>
</tr>
<tr>
<td>Intermediary</td>
</tr>
<tr>
<td>Government Agency</td>
</tr>
<tr>
<td>Academic Institution</td>
</tr>
<tr>
<td>Religious Organization</td>
</tr>
<tr>
<td>Other (please specify)</td>
</tr>
</tbody>
</table>

Number of people in organization:  Professional Other

Primary income sources