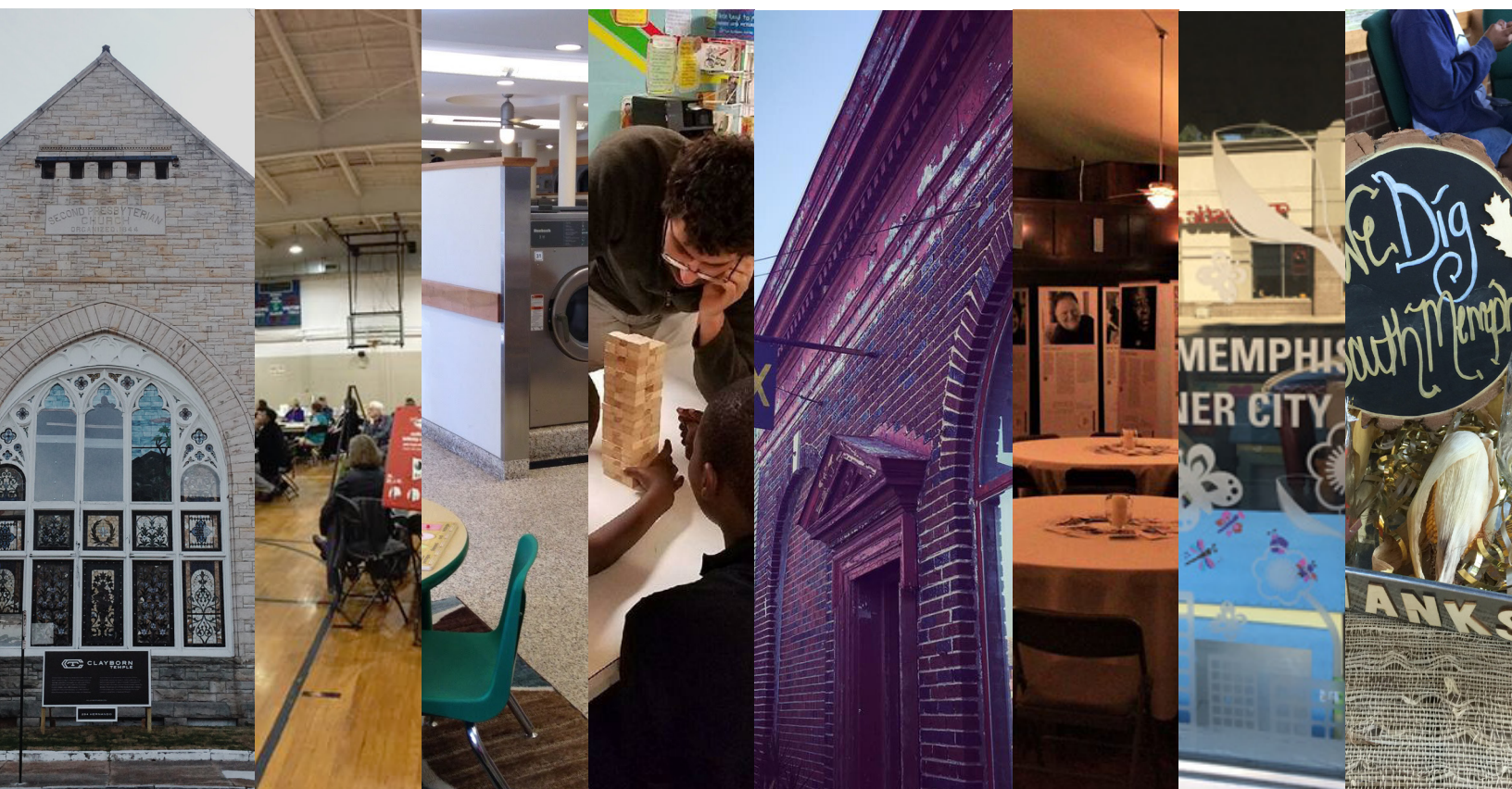


University of Memphis

School of Urban Affairs and Public Policy

Housing and Community Development
(HCD) Fellowship Program



2016 - 2017 Annual Program Report



THE UNIVERSITY OF
MEMPHIS

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UNIVERSITY OF MEMPHIS
HOUSING AND COMMUNITY DEVELOPMENT (HCD) FELLOWSHIP PROGRAM

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UNIVERSITY OF MEMPHIS

HOUSING AND COMMUNITY DEVELOPMENT (HCD) FELLOWSHIP PROGRAM

Program Introduction and Overview

The HCD Fellowship program is funded by the City of Memphis' Division of Housing and Community Development and facilitated by the School of Urban Affairs and Public Policy (SUAPP) at the University of Memphis. The competitive program places highly qualified graduate students with government and nonprofit agencies and organizations that are leading community development efforts in Memphis. The program seeks to support the work of selected placement agencies while enhancing the education of selected student fellows. Selected students are paired with a placement agency, where they work for 20 hours per week (at no cost to the placement agency).

Agency Eligibility

Placement agencies are selected based on the following criteria:

- Appropriateness of agency mission
- Demonstrated and potential ability to improve quality of life for Memphis neighborhoods and residents.
- Connection to priority areas/neighborhoods of the Memphis Division of Housing and Community Development.
- Clarity of the proposed fellowship scope of work and focus

Student Eligibility

Full time graduate students in Anthropology, City and Regional Planning, Criminology and Criminal Justice, Public Administration and Social Work are eligible to apply. Students will be selected based on their academic and professional promise and their potential to contribute to selected placement agencies.

Current and Former HCD Partner Agencies

Advance Memphis
Behavioral Health Initiatives, Inc.
Binghamton Development Corporation
BRIDGES
Center for Transforming Communities
City of Memphis Department of HCD
City of Memphis Chief Administrative Office
Clean Memphis
Community Development Corporation
Community Development Council
Community LIFT
Cooper-Young CDC
Council of Greater Memphis
Frayser CDC
Gestalt Community Schools
Goodwill Community Services
GrowMemphis
Habitat for Humanity
Keep Tennessee Beautiful
Latino Memphis
Lead Hazard Control Program
Livable Memphis
Memphis Area Legal Services
Memphis Center for Independent Living
Memphis City Schools
Memphis Landmarks Commission
Memphis Heritage
Mayor's Innovation Delivery Team
Midtown Memphis Development Corporation
Office of Planning and Development
Pigeon Roost Development Corporation
Promise Development Corporation
Saint Patrick's Learning Center
Saint Peter's Manor
South Memphis Alliance
Theatre Memphis
The Works, Inc.
University Neighborhood Development Corporation
United Housing, Inc

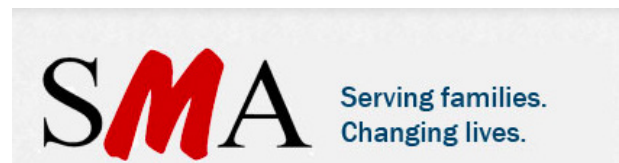
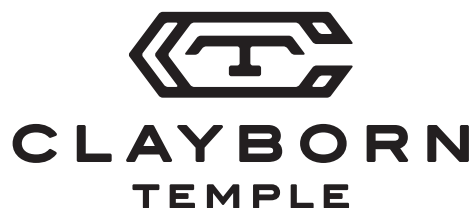
UNIVERSITY OF MEMPHIS

HOUSING AND COMMUNITY DEVELOPMENT (HCD) FELLOWSHIP PROGRAM

2016-2017 Seminar Objectives, Agencies & Fellows

Building on the previous group's exploration of community development theories and practice, the 2016-2017 HCD Fellows spent nine months studying the role that Universities can play in supporting community development through engaged scholarship and learning. Fellows conducted in-depth interviews with past grant recipients of the Strengthening Communities Initiative, which paired faculty members with community partners to address local challenges.

HCD Agencies



HCD Fellows

**LAUREN BONE**

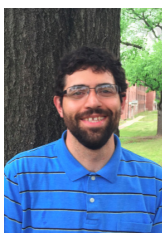
GRADUATE PROGRAM: Social Work
EDUCATION: Union University -
Psychology
AGENCY: Clayborn Temple Restoration
Project (CTRP)
SUPERVISOR: Rob Thompson & Danielle
Smith

**BRADYN CARSON**

GRADUATE PROGRAM: City & Regional
Planning
EDUCATION: Arkansas State -
Management
AGENCY: City of Memphis Office of
Comprehensive Planning
SUPERVISOR: Ashley Cash

**HANNAH EARLY**

GRADUATE PROGRAM: Anthropology
EDUCATION: Susquehanna University -
Sociology & Anthropology
AGENCY: South Memphis Alliance
SUPERVISOR: Tiffany Turnage

**ABRAM LYONS**

GRADUATE PROGRAM: Social Work
EDUCATION: EDUCATION: University of
Idaho - Philosophy & Psychology
AGENCY: Refugee Empowerment Program
SUPERVISOR: Cam Echols

**JACKSON MCNEIL**

GRADUATE PROGRAM: City & Regional
Planning
EDUCATION: Rhodes College
AGENCY: BLDG Memphis
SUPERVISOR: John Paul Shaffer

**PATRICIA TOBBE**

GRADUATE PROGRAM: Anthropology
EDUCATION: University of Wyoming -
Anthropology
AGENCY: Center for Transforming
Communities
SUPERVISOR: Amy Moritz & Kristine
Pierce

**BETH TREAT**

GRADUATE PROGRAM: City & Regional
Planning
EDUCATION: University of Arkansas -
Political Science
AGENCY: Clean Memphis
SUPERVISOR: Janet Boascarino

**KALA WILSON**

GRADUATE PROGRAM: Public
Administration
EDUCATION: Kent State - Human
Development and Family Studies
AGENCY: Knowledge Quest
SUPERVISOR: Yolanda Manning



LAUREN BONE

GRADUATE PROGRAM:

Social Work

EDUCATION:

Union University -

Psychology

AGENCY: Clayborn

Temple Restoration

Project (CTRP)

SUPERVISOR: Rob

Thompson & Danielle

Smith

"The HCD fellowship gave me incredible experience working with a new non-profit in casting development and programming visions that respond to the unique needs, strengths, culture, and history of the surrounding community. The HCD fellowship has allowed me to have a greater appreciation for the work nonprofit organizations do, as well as a deeper passion for Memphis' neighborhoods and the ongoing fight for social and economic justice in Memphis, from the Civil Rights Movement to today."

Clayborn Reborn was created in 2016 to restore and reactivate the long-shuttered Clayborn Temple, one of Memphis' finest examples of 19th century architecture. Even more significantly, the story of the Sanitation Workers Strike, which was organized from Clayborn Temple, represents Memphis' most significant contribution to the larger national civil rights movement of the 1960s. In bringing this sacred asset back to life, they have a unique opportunity to retell this forgotten story and Dr. King's involvement while confronting the difficult social and economic issues facing our city today. The building is currently in a "pre-vitalization" season, hosting a variety of events centered around education, the arts, civil rights, and social justice. Following the commemoration of the 50th anniversary of Dr. King's assassination, the building will undergo significant revitalization efforts to restore it to its former glory. It is set to serve as a hub for community services and events that are true to the building's historical use as a place for furthering civil rights.

Fellowship Focus

A major focus of Lauren's work as a fellow with Clayborn Reborn involved researching opportunities and needs within the 38126 community where Clayborn is located. Situated at the northwest corner of 38126, Clayborn is able to utilize its location to serve as a gateway between the rising downtown district and one of the most impoverished neighborhoods in the state. This area has been targeted for significant investment and redevelopment by the City and other organizations through the Choice Neighborhood Grant. Reviewing several development plans and previous research conducted in the area, Lauren has identified ways Clayborn's development and programming can respond to unaddressed needs, utilize identified community assets, and collaborate with other development projects and organizations to benefit the community. Lauren's research will benefit Clayborn's planning process as well as providing data to leverage for funding. Additionally, Lauren assisted with grant applications and event programming. Lauren also helped manage Clayborn's social media platform by sharing significant points in Clayborn's history. Lauren helped collect and conduct interviews for a "People of Clayborn" series, highlighting various people who have played a significant role in Clayborn's past, during the Civil Rights Movement, or in the present reactivation of the space.





BRADYN CARSON
GRADUATE PROGRAM:
City & Regional Planning
EDUCATION: Arkansas
State - Management
AGENCY: City of Memphis
Office of Comprehensive
Planning
SUPERVISOR: Ashley Cash



"This experience has given me some hands on experience in the world of city planning. I have learned a lot through this experience and thoroughly enjoyed the people and the work. It has provided me with valuable experience outside of the classroom that will help me as I continue my education and beyond."

The office of Comprehensive Planning located at City Hall downtown is currently working on Memphis 3.0, which is a comprehensive plan for the city. This is the first one the city has done in over 30 years. It is a two-year long process that began late last year and projects are to begin implementation in January 2019.

The steps towards the plan are as follows: identifying issues, stating goals, collecting data, assessing current and future conditions, creating implementation plans, evaluating alternatives, adopting the plan, carrying out the actions in the plan, and finally, monitoring the plan and reporting to the public. Currently Memphis 3.0 is in the works of developing a shared vision, priorities, and ideas for the city of Memphis and its neighborhoods. The plan is expected to provide opportunity for all, a special quality of life, walkable/bikable communities with effective transportation options, a smart use of the land, and strong connections between places and people.

Fellowship Focus

During the Spring of 2017, I have worked on various tasks throughout the semester in the Comprehensive Planning Office. I have been making GIS maps based on data gathered from community rallies, analyzing various local plans, as well as working at community meetings. During the community meetings I helped with operational tasks like setup and take down. I've also been working on an online survey to be used on the Memphis 3.0 website.





HANNAH EARLY
GRADUATE PROGRAM:
Anthropology
EDUCATION: Susquehanna
University - Sociology &
Anthropology
AGENCY: South Memphis
Alliance
SUPERVISOR: Tiffany
Turnage

"The HCD Fellowship has allowed me to explore professional and academic curiosities in a supportive setting. As a Memphis transplant, my time at SMA has given me the opportunity to discover the city and its communities with a unique perspective. Building bridges between this organization, other agencies, and community members has been invaluable."

South Memphis Alliance (SMA) works to improve the health, knowledge and stability of young people, families and communities through social services, advocacy and mentoring in the South Memphis community. SMA provides multiple programming opportunities for foster care youth and families in crisis surrounding job readiness, financial planning, and sexual education. SMA focuses on continually engaging the youth participating in their programs by offering a dollar-for-dollar matching program that allows them to pay for education, housing, or other necessary expenses. The Social Suds Resource Center, also operated by SMA, provides a space for families and individuals to receive social services while utilizing the laundromat facilities by maintaining a resource center space where nonprofit and government agencies can conveniently offer their services.

Fellowship Focus

Hannah's main focus was to build new and maintain existing relationships with community social service organizations through the Social Suds Resource Center (SSRC). As a small nonprofit with a large amount of program participants, SMA has experienced difficulty in sustaining the SSRC at full capacity. Hannah reached out to agencies that had been involved in the past to reschedule them regularly. She also researched new organizations whose missions aligned with the needs of the community members utilizing SSRC's laundromat, scheduling and holding meetings with them to build lasting partnerships. This required spending time building connections with community members to better understand what they wanted to see the resource center used for. After scheduling organizations to come into SSRC, she spent time creating flyers and advertising their events. To better enable community members to plan when they wanted to come in, she implemented a Community Calendar that laid out the agencies and services available in the SSRC for the current and following month. Additionally, Hannah assisted with the installation and maintenance of the Pinwheel Playroom, a collaboration with Urban Child Institute and Porter-Leath. This project added a child-friendly space to the laundromat in SSRC, enabling children families to read and do puzzles while waiting on their laundry, as well as to take free, age-appropriate books whenever they came in. Hannah kept track of how many books were taken, who used the space, and spoke with community members about its addition.





ABRAM LYONS

GRADUATE PROGRAM:

Social Work

EDUCATION:

EDUCATION: University
of Idaho - Philosophy &
Psychology

AGENCY: Refugee

Empowerment Program

SUPERVISOR: Cam Echols

"Listen, and when you speak pause for one moment to assure what you say promotes the community's interest, and not your own. This is what I took from developing a needs assessment in a community comprised of peoples from over 12 different countries with over 20 different tribal or national languages."

The Refugee Empowerment Program (REP)

works to empower the refugee community by encouraging, educating, and equipping individuals, families, and the community.

REP is located in the most culturally diverse neighborhood in the city of Memphis. It was started by a refugee who sought to create programs that would empower the community to become active American citizens with meaningful self-sustaining lives. The organization engages in community development by providing community-based support through education classes, after school programs, and mentoring opportunities in the Binghampton neighborhood. These classes and programs include an afterschool homework assistance program, adult english classes, parenting classes, and a mentoring program sponsored by the Grizzlies Foundation. In addition, REP works with community leaders to participate in advocacy projects and provides a space that supports community collaboration.



Fellowship Focus

Abram's major focus while working at Refugee Empowerment Program (REP) has been to assist the community in developing a needs assessment evaluation of the community they serve. The director of REP desires to expand operations and grow the organization beyond the Binghampton community. In order to accomplish this goal Abram has helped develop a report that can provide quantitative data to prove the salient needs of the population REP serves. The tool was developed after research of similar efforts and collaboration with community stakeholders and University of Memphis faculty. After the development of this tool Abram began collaborating with these same stakeholders and the director to find participants from the majority ethnic groups REP services (i.e. Burundi, Somali, and Congolese) and administer the survey with them. Abram discovered that this task is particularly challenging because of language barriers and trust acquisition. At the time of this Housing and Community Development report the study is still ongoing with the final needs assessment report to be tentatively released in late June. In addition to his evaluative research he also taught one adult English class every week and participated in the mentoring program. The English class was used as a vehicle for helping the students develop an understanding of civil engagement in American culture. These lessons focused on policy development and methods for community advocacy.





JACKSON MCNEIL
GRADUATE
PROGRAM: City &
Regional Planning
EDUCATION: Rhodes
College
AGENCY: BLDG
Memphis
SUPERVISOR: John
Paul Shaffer



BLDG Memphis (Build. Live. Develop. Grow.) is a coalition for organizations and individuals who support the development and redevelopment of healthy, vibrant, attractive, and economically sustainable neighborhoods throughout the Memphis region. This is accomplished through policy and advocacy; community and civic engagement; and capacity building programs for community development organizations. BLDG Memphis is the new organizational identity of Community Development Council of Greater Memphis, including the Livable Memphis program. Under this new banner, BLDG Memphis unifies and promotes the same priorities, including strengthening the community development industry in Memphis and focusing on growth and development issues – including land use and transportation – and on increasing public participation in planning and development decisions. The organization supports the revitalization of Memphis neighborhoods through public policy development and advocacy, organizational capacity building, and community education.

"My work as an HCD Fellow has been a great opportunity to work with planners outside the walls of the classroom and see what kind of work is being done on the ground in Memphis. BLDG has had such a respected and impactful presence in Memphis and it's communities over the years that it lends itself to being involved in a lot of great projects all over the city that are spearheaded both in house and by partner organizations. Through this, I have learned that planning, community development, and investing in the wellbeing of a city is really hard work and takes a tremendous amount of collaboration."

Fellowship Focus

Through Jackson's work at BLDG Memphis, he was able to get a perspective on many different aspects of the planning and community development work being done in the city. Whether it be comprehensive planning, community engagement, blight elimination strategies, grant applications and management, tactical urbanism, or community development, BLDG is and has been involved in many efforts around the city to create change and empower communities. At the beginning of the year, BLDG spearheaded the sixth MEMFix event in a historic area downtown known as "Film Row". Jackson got his hands dirty preparing for this tactical urbanism inspired event cleaning out old warehouses that would temporarily house pop-up shops for the day of the event as well as placemaking efforts such as painting furniture in nearby Army and Navy Park. He later worked on multiple GIS projects, one involving mapping and assigning characteristics to all public parks in Memphis, and the other compiling a map and database of community contacts for the City's Memphis 3.0 process.





PATRICIA TOBBE
GRADUATE PROGRAM:
Anthropology
EDUCATION: University of
Wyoming - Anthropology
AGENCY: Center for
Transforming Communities
SUPERVISOR: Amy Moritz
& Kristine Pierce

"This fellowship provided me opportunities beyond the university to learn about the city, various organizations, and programs."

Center for Transforming Communities (CTC), located in The Commons in the Binghamton neighborhood, works in a variety of areas throughout the city known as Shalom Zones. This organization utilizes asset-based community development techniques to train and facilitate neighborhood leaders to establish and lead programming that will positively impact their shalom zones.

Fellowship Focus

Earlier this year, I worked briefly with The Connections, a potential new shalom zone near the university. I attended a few meetings, wrote meeting notes, and did background research on the neighborhood. The group has taken some time to reassess its goals, but I was able to see early stages of a group working towards becoming a shalom zone. It also reinforced the point that not every zone follows the same path in the early stages. My main project this year was learning about social network mapping. A component of CTC's work focuses on relationship building and strengthening existing relationships throughout the shalom zones. Social network mapping is a way to visually demonstrate that work. The staff members working in specific shalom zones provide qualitative logs of the connections they make. This data is then coded into themes, relationships, and people



introduced to the shalom zone. I take the coded data and update the databases. The databases are then imported into Gephi, a social network mapping program, and the maps are created. Part of this project also included contributing to a procedural document that breaks down each step of the mapping process, documenting institutional knowledge for future and current staff.

For the past two years, CTC has hosted a high school intern once a week. They have spent time in the shalom zones with staff members, and they have helped with tasks in the office as well. This spring semester, I worked with the intern, directing her on tasks. Some of her tasks involved assisting me prepare for events and meetings. CTC hosts the shalom zone gatherings once a quarter. One of these events focused on education, complete with a panel from different institutions. Another shalom gathering was also a preview night for an art exhibit called A Peace of My Mind. The artist presented the inspiration behind his photography project and discussed first impressions, how people view peace in their lives, and how they go about sharing peace with others.

This was my second year as an HCD Fellow. I was able to stay with the same organization and learn new techniques of handling and displaying data.





Clean Memphis was founded by a group of concerned citizens who organized to bring Memphis back to being one of the cleanest cities in America in order to reduce crime, promote a sense of pride in the community, and to cultivate economic prosperity. They engage in community development by bringing communities together around the issue of trash, blight, and sustainability and establish partnerships that will empower stakeholders to transform their community. They currently focus on twenty-eight zones in the city in which they work to establish partnerships that connect all the stakeholders in the community and help bridge any gaps in resources. These partnerships create a space for relationships to form and collective, transformative action to occur. Their community strategy involves building relationships with local government, businesses, neighborhoods, nonprofits, schools, and faith-based organizations among others. They support their mission through three program platforms: supporting community partnerships, high-profile cleanup sweeps, and comprehensive environmental education programs in Shelby county.

BETH TREAT

GRADUATE PROGRAM: City & Regional Planning

EDUCATION: University of Arkansas - Political Science

AGENCY: Clean Memphis

SUPERVISOR: Janet Boascarino

"Clean Memphis has taught me so much these past two years about how the efforts of a few individuals can create a large and lasting impact. Investing time and energy into making a community better is a worthwhile goal that everyone should have."

Fellowship Focus

Elizabeth's work this year has primarily focused on encouraging environmentally friendly practices through GIS mapping. She has created numerous maps for Clean Memphis to better organize cleanup efforts and highlight problem areas. Her main project was mapping blight, litter, and graffiti issues along Madison Avenue and Cleveland Avenue. This task involved a detailed streetscape survey to identify areas of concern. She then used this data by putting it into a GIS map so that the city could analyze it and create a strategy to better deal with environmental issues along major streets in Memphis. Elizabeth has spent the past two years interning at Clean Memphis, helping to facilitate the goal of making Memphis a cleaner, greener, and more sustainable city.





KALA WILSON

GRADUATE PROGRAM: Public Administration

EDUCATION: Kent State - Human Development and Family Studies

AGENCY: Knowledge Quest

SUPERVISOR: Yolanda Manning

"The HCD Fellowship has taught me many different lessons, personally and professionally. Having this fellowship taught me how to stretch myself, so that I could perform exceptionally well in my academics, as well as in my professional work. Being a fellow for KQ has been quite a journey, but the opportunities it gave me are invaluable. I was able to watch children grow and try to live a healthier lifestyle, as well as help out in the community. I acquired additional skills from the beginning of the fellowship to the end."

Knowledge Quest's vision is "to transform lives by expanding minds." The organization's mission is "to vigorously equip youth to maximize their potential through intellectual and character development."

KQ is a nonprofit organization that actively promotes youth and community development in South Memphis. Serving youth residing in the 38126 and 38106 zip codes, it promotes academic excellence in after-school settings for grades Pre-K through 12. KQ operates through four strategic programs: the KQ Extended Learning Academies, the Family Stability Initiative, the Universal Parenting Place, and Green Leaf Learning Farm (featuring the Jay Uiberall Culinary Academy).

Green Leaf Learning Farm, founded in 2010, is a "signature program" of KQ and is located on land adjacent to KQ's Main Campus. USDA Organic certified in 2012, it is a micro-farm designed to actively involve the community in learning around the food cycle. The components of GLLF include education and community and economic development.

Fellowship Focus

During my time at KQ, I focused on three main pillars: Student Education, Healthy Food Access and Security, and Community and Economic Development. As far as student education, I focused on researching different topics for the curriculum; I helped to create and research topics for the Food Workshops that are held at Universal Parenting Place (UPP), such as budgeting, reading food labels, how to find staple items, and using leftovers. I spent most of my time focusing on community and economic development. I created a PowerPoint for Green Leaf so it could be used at different events throughout the city. I also helped plan a few different events such as the Harvest Festival and Spring Festival by gathering materials and making sure the events run smoothly. At KQ I also focused on marketing and researched best practices for recruiting and retaining volunteers. I maintained KQ's volunteer tracking system and developed a Volunteer Manual for Green Leaf Learning Farm.

green leaf
learning farm
A Knowledge Quest Program

