

HCD FELLOWSHIP ANNUAL REPORT

2012-2013



THE UNIVERSITY OF
MEMPHIS®

The School of Urban Affairs and Public Policy

HCD Fellowship Annual Report

2012-2013

June 19, 2013



During the 2012-2013 academic year, fourteen HCD Fellows from the Departments of Anthropology, City and Regional Planning, Public Administration, and Social Work worked with public agencies or non-profit organizations in the city of Memphis. Their exceptional work demonstrated their successful integration of theoretical and seminar studies while acquiring applied practice-based skills.

The accompanying academic course, PLAN 7890, provided a framework for students to explore how multiple agencies must intersect and collaborate on community development initiatives. Students utilized new technology to prepare posters summarizing their work during the semester for a final meeting of fellows, faculty, and agency supervisors. This final session and the excellent posters provided an opportunity for meaningful reflection and analysis of individual experiences.

During the fall semester, the fellows explored social media as a tool to discover, connect, and implement linkages between the many initiatives and programs in the city. The School of Urban Affairs and Public Policy launched an online newsletter, highlighting the HCD Fellows engagement and activities with their placement agencies. The newsletter created a new dimension of connectivity between the students, their agencies, and other critical persons and organizations in Memphis.

During the spring, key personnel from community development initiatives spoke to the PLAN 7890 class. The speakers further explained the implementation and collaboration required of Memphis community development initiatives. Building on the framework of collaboration, the class worked together on the MemFix Highland/Walker event held on April 12, 2013. This event was organized by the University District Neighborhood Development Corporation and the University District Business Association with support from the Mayor's Innovation Delivery Team. Some students organized clean-ups prior to the event while others developed a University District Heritage Map. Others led activities during the day. MemFix Highland/Walker gave the Fellows hands-on experience in how grassroots groups, public agencies, and private organizations can work together in revitalization initiatives.

Based on the successes of the past year, we will continue to focus on collaboration, and implement projects that will allow the HCD Fellows to integrate their experience at the University of Memphis and the HCD Fellowship Program with the Memphis community. We also plan to expand the transparency of the program through communication and celebration of student contributions to community development in Memphis via social media such as the SUAPP Newsletter and the Urban Affairs Spotlight Blog.

Sincerely,

A handwritten signature in blue ink that reads "Stan Hyland".

Stan Hyland, PhD
Head, School of Urban Affairs and Public Policy
University of Memphis

June 19, 2013

I have greatly enjoyed my first year as a graduate student and assistant to the HCD Fellowship program. Working with the HCD Fellows and volunteering with them and their placement agencies when I had the opportunity exposed me to the diversity of community development initiatives happening in the city of Memphis. I developed a deeper understanding of the passion and hopeful attitude which government and nonprofit agencies have for the future of Memphis.

It was wonderful to witness the commitment the Fellows and the placement agencies took in supporting innovative approaches towards community development. Following the Fellows progress throughout the year illustrated their dedication to making this city a better place, and their work demonstrates the integral role their internships have in facilitating positive change. The knowledge and experience I gained has inspired me to become more involved in community initiatives which I am passionate about in my free time.

This past year, I was enthusiastic about enhancing the transparency of the work of the Fellows amongst themselves, the placement agencies and to the Memphis community. I used the resources that the previous assistant, Gayla Schaefer, developed, which fostered communication through social media and a class blog. I expanded this framework to create an online monthly newsletter for the School of Urban Affairs and Public Policy, which features the progress of the HCD Fellows in each issue.

During the Spring 2013 semester, I was the Volunteer Coordinator for the MemFix Highland/Walker event. I was honored to have the opportunity to be a part of the revitalization efforts in the University District as the volunteer coordinator. I facilitated different ways for each of the HCD Fellows to be involved with MemFix, in either planning the event, or organizing different activities on the day of the event. I was very proud of the enthusiasm the Fellows had for being involved in MemFix, and for the skills they were able to contribute to planning the event.

I want to thank Dr. Stan Hyland for giving me the opportunity to be immersed in the HCD Fellowship program, and for the giving me the time to work on projects with the Fellows. I also want to thank Vickie Peters for her assistance in helping me put together reports, and sharing with me her expert knowledge of the School of Urban Affairs and Public Policy to help me complete my job requirements competently and efficiently. This has been an exciting year, and I am looking forward to working with the Fellows again!

Marie A. Dennan

SUAPP Graduate Assistant
M.P.A. and Applied Anthropology Candidate
School of Urban Affairs and Public Policy
University of Memphis



PROGRAM INTRODUCTION AND OVERVIEW

The Housing and Community Development (HCD) Research Fellowship was initiated several years ago by the senior administrators in the City of Memphis' Department of Housing and Community Development, and faculty in the newly formed School of Urban Affairs and Public Policy (SUAPP). The purpose of the program is to encourage professional students to engage in community based research, public policy, program development, project management, and program evaluation efforts in the field of economic and community development. Funded by the Department of Housing and Community Development, the program was initially established to enhance the outcomes of professional education in public administration, city planning, social work, criminal justice studies and applied anthropology to increase the number of graduates choosing to join community organizations within the Memphis region upon graduation.

What is Community Development?

Our working definition of community development is any systematic effort to enhance the organization, planning, development, and management capacity of community-based organizations and public agencies seeking to improve the overall quality of life in poor and working-class neighborhoods within the City of Memphis.

Program Goals

- Introduce students to the critical environmental, economic, and social problems confronting the region's most economically challenged neighborhoods.
- Expose students to innovative policies, programs, and practices that address the structural causes of uneven patterns of development, and persistent and concentrated poverty.
- Facilitate service-learning, volunteerism, and applied research projects to promote innovative policy solutions to critical issues.
- Use reflective strategies to improve professional practice and connect to emerging organizational challenges and policy issues.
- Integrate theoretical, classroom-based learning and engaged, experiential learning through a weekly seminar.

List of Current & Former Partner Agencies

Advance Memphis
 Behavioral Health Initiatives, Inc.
 Binghampton Development Corporation
 City of Memphis Department of Housing and Community Development
 City of Memphis Chief Administrative Office
 Community Development Corporation
 Community Development Council
 Cooper-Young CDC
 Council of Greater Memphis
 Frayser CDC
 Gestalt Community Schools
 Goodwill Community Services
 GrowMemphis
 Habitat for Humanity
 Keep Tennessee Beautiful
 Lead Hazard Control Program
 Livable Memphis
 Memphis Center for Independent Living
 Memphis City Schools
 Memphis Landmarks Commission
 Mayor's Innovation Delivery Team
 Office of Planning and Development
 Pigeon Roost Development Corporation
 Saint Patrick's Learning Center
 Saint Peter's Manor
 The Works, Inc.
 University Neighborhood Development Corporation
 United Housing, Inc.
 Vance Choice Neighborhood



STUDENT PLACEMENT

Students are placed at nonprofit organizations, community development corporations, and public agencies (city, county, state, and federal) that are working on initiatives that fit into our working description of community development and, where possible, link to the priority areas/neighborhoods of the Memphis Division of Housing and Community Development.

FELLOWSHIP LENGTH

Students accepted into the program will participate in the program throughout the length of their professional degree program (typically two years) provided they receive positive evaluations for their internship and related coursework performance. While a student may stay at a participating placement agency for more than one semester, the program encourages them to be engaged in a different mix of professional activities each semester to maximize the professional development outcomes of the program.

STUDENT COMPENSATION

All students will receive a tuition and fee waiver from the University of Memphis Graduate School. In addition, they will receive a stipend for the 20 hours of work each week. Students will also receive academic credit for the weekly seminar course.

FUNDING

The Housing and Community Development Research Fellowship is jointly funded by the City of Memphis Department of Housing and Community Development and the Graduate School at the University of Memphis.

PROGRAM MANAGEMENT

In collaboration with Stan Hyland, Head of the School of Urban Affairs and Public Policy, the Chairs/Directors (or their representatives) of the graduate programs in the Division of Public Administration and Nonprofit Management, the Division of City and Regional Planning, the Department of Social Work, the Department of Criminology and Criminal Justice, and the Department of Anthropology serve as the point of overall decision making on student recruitment and acceptance into the program, making placement with agencies, serving as liaisons with the Graduate School, and raising funds to expand the program. Individual faculty members are assigned direct mentoring and supervision of each student.

ADVISORY BOARD

Advisory Board Members meet twice a year to review and comment on the program's overall structure, course syllabi, and to assist with unique placement requests, and include:

- Emily Trenholm, Greater Memphis Community Development Council
- Eric Robertson, Community LIFT
- Mari Albertson, City of Memphis Department of Housing and Community Development
- Thomas Pacello, Mayor's Innovation Delivery Team

2012-2013 PROGRAM SPECIFICS

Fall 2012 Semester Overview

Description and Objectives

The weekly seminars are intended to focus on student integration of theoretical, classroom-based learning and applied, practice-based learning. Focused topic areas and speakers are supplemented by weekly round table discussions, and individual presentations given by the fellows to share their experiences in an engaged and supportive learning environment. The creation of the School of Urban Affairs and Public Policy Newsletter was launched this year to share with the University community, and stakeholders working on community development issues in Memphis how HCD Fellows are contributing to the program and the city. The Newsletter, and SUAPP social media outlets have created a forum for sharing events and projects for the community to participate.

Coursework Objectives

- Introduce students to the critical environmental, economic, and social problems confronting the region's most economically challenged neighborhoods.
- Expose students to innovative policies, programs, and practices that address the structural causes of uneven patterns of development, and persistent and concentrated poverty.
- Facilitate service learning, volunteerism, and applied research projects to promote innovative policy solutions to critical issues confronting the region's most distressed communities.
- Use reflective strategies to improve professional practice and connect to emerging organizational challenges and policy issues.

Required Assignments

Program Orientation: Students are introduced to the fundamental theories, methods, practices, and issues related to experiential education; the use of learning plans as a lifelong learning tool; and the structure of the University of Memphis HCD Fellowship Program.

Professional Fellowship: Each student will devote twenty hours each week (16 weeks per semester) to professional activities at participating agencies working under the supervision of accomplished urban affairs professionals.

Weekly Reflective Seminar: Participating students are required to enroll in a one credit Planning Internship Seminar (PLAN 7890) to learn what other students are doing in their work, compare creative problem solving ideas, discuss collaborative efforts that can be made in their work, and assist in integrating the learning outcomes.

2012-13

Neighborhood

Priority Areas

SOUTH MEMPHIS

FRAYSER

BINGHAMPTON

UNIVERSITY
DISTRICT

Fellows

Carole Colter

Amy Donaghey

Stacy Elliott

Anna Gattuso

Noelle Gilbreath

Cecell Hite

Zachary Hunter

Austin Johnson

Kate Kananura

Kenny Latta
(Green Fees Intern)

Katie McKeel

Gabrielle Mondie

Gayle Ozanne

Nadia Shah

2012-13**Partner Agencies****Landmarks Commission****Mayor's Innovation Delivery Team****GrowMemphis****Binghampton Development
Corporation****Community Development
Council****Frayser CDC****Gestalt Community Schools****Behavioral Health Initiatives, Inc.****United Housing, Inc.****University Neighborhood
Development Corporation****The Works, Inc.****City of Memphis Chief
Administrative Office****Pigeon Roost CDC****(TIGUrS—Green Fees Intern)**

Learning Contract: Students, agency supervisors, and faculty mentors will identify learning objectives, core knowledge and competencies, as well as placement activities and evaluation criteria for the agency placement experience. The contract will be negotiated each semester. The student, agency supervisor, and faculty mentor must approve the Learning Contract. The contract will be used to monitor and evaluate student progress throughout the fellowship.

Field Journal/Blog: Students will submit the field journal to faculty mentors and agency supervisors prior to each site visit and as appropriate. Notations, reflective thoughts, questions, and feelings about the placement learning experience should be made several times a week with your observations. The field journal should capture:

- What the Fellow is doing
- What the Fellow is learning
- How it connects to coursework
- Questions and concerns

Logic Model: Students this semester were required to create a logic model outlining how they are to facilitate their projects to meet the outcomes of their learning objectives for the semester.

Critical Incident Report: As part of the field journal, students must complete two critical incidents that frame transformative learning experiences throughout the agency placement experience. Each report should include: identification of the event, relevant details, job titles of people involved, personal role, and incident analysis.

Site Visits: The faculty advisor will visit each students twice during the semester, at the 3rd and 12th weeks of placement. During the visits, the faculty advisor will meet with the student and the agency supervisor to discuss any issues that are affecting the quality of the fellowship experience.

Public Issues Forums, Public Board Meetings, and/or Professional Workshops: Each student must attend at least two of the above and write a reflective journal entry that includes details about the event, issue, participants, and potential for future engagement.

Reflective Essay: Students will write a 5-7 page reflective essay describing and evaluating the progress they have made towards achieving goals and objectives. During this essay, students also have the chance to evaluate the overall program and placement experience.

Student Evaluation: Each student will be evaluated by the agency supervisor and faculty mentor based on the fieldwork, journals, assignments, and reflective essays to determine the progress made during the fellowship based upon the learning contract.

Student Responsibilities

- Contact placement agency supervisor to arrange the work schedule
- Research placement agency before the first day
- Participate in weekly seminar PLAN 7890
- Set weekly meeting time with agency supervisor
- Submit monthly timesheets
- Keep field journal
- Develop logic model
- Facilitate site visits during 3rd and 12th weeks
- Meet with faculty mentor as needed
- Present project during spring semester

TIGUrS

University of Memphis - Green Fees Intern

This year, anthropology graduate student Kenny Latta was welcomed to join the PLAN 7890 seminar. Kenny worked with the Tigers Initiative for Gardening in Urban Settings (TIGUrS), and helped connect the University of Memphis urban gardens to community gardens in the University District. Although Kenny's internship is not funded by HCD, his work coincided with the work the other Fellows were doing in the area of community development. Kenny has helped TIGUrS develop a partnership with GrowMemphis, and also collaborated with the UNDC in designing a TIGUrS garden that was built in the University District during MemFix Highland/Walker. Kenny's contribution to PLAN 7890 and the HCD Fellows has been valuable, and he deserves recognition as his work has become integral to community development in the University District.

FALL 2012

COURSE SCHEDULE

SPRING 2013

Aug 27 Orientation Lunch
 Sept 3 No session: Labor Day
 Sept 17 The Engaged Student—Rules of Engagement
 Sept 24 Memphis and the Mid-South Region
 Critical Issues
 Oct 1 Theories of Neighborhood
 Revitalization and Memphis
 Oct 8 Professionalism and Ethics
 Professor Joy Clay
 Associate Dean for Interdisciplinary Studies
 University of Memphis
 Oct 15 Fall Break
 Oct 22 Methods for Community Building Participatory
 Action Research and Engaged Scholarship
 Professor Laure Harris
 Division of Public and Nonprofit Administration
 Oct 29 Volunteer and Service Learning Opportunities
 Present Logic Models
 Nov 12 HCD Planning Initiatives,
 Mari Albertson, City of Memphis HCD
 Nov 19 Internship Site Presentations
 Nov 26 Internship Site Presentations
 Nov 28 Evaluation and Learning Objectives

Jan 17 Spring Semester Orientation
 Jan 21 No session: Martin Luther King, Jr. Day
 Jan 28 Course Overview:
 Responsibilities and Expectations
 Feb 4 Memphis Initiatives to Economic Development,
 Poverty and Livability—Past, Present & Future
 Feb 11 Intermediaries in Neighborhood Revitalization
 Eric Robertson, Community LIFT
 Feb 18 Universities in Neighborhood Revitalization
 Leah Dawkins, UNDC
 Feb 25 Mayor Wharton's City Initiatives
 Maura Sullivan, CAO Office
 Mar 4 Role of Foundations in Innovation
 Tommy Pacello
 Mayor's Innovation Delivery Team
 Mar 11 Spring Break
 Mar 18 MemFix Planning Session
 Marie Dennen, Volunteer Coordinator
 Mar 25 Development Councils
 Emily Trenholm, Memphis CDC
 Apr 1 Poster Presentation Seminar
 Apr 8 Internship PowerPoint Presentations
 Apr 15 Internship PowerPoint Presentations
 Apr 22 Internship PowerPoint Presentations



School of Urban Affairs and Public Policy

HCD Research Fellows Reports

2012—2013

In the following section, reports from each of the current 2012-2013 HCD Research Fellows, and the Green Fees intern, are presented for review.



**Carole Colter**

GRADUATE PROGRAM:	Public Administration & Nonprofit Management
GRADUATION:	May, 2013
EDUCATION:	B.P.S., Organizational Leadership University of Memphis
HCD PLACEMENT:	GrowMemphis
SUPERVISORS:	Chris Peterson
FACULTY MENTOR:	Michael Howell-Moroney

2012-1013 Overview

"I was very honored to be chosen for the HCD Fellowship program and enjoyed the experience immensely. The opportunity to meet with graduate students of other disciplines and perspectives was invaluable and contributed to my overall success in the program ."

Colter's HCD Fellowship placement was at GrowMemphis as the Food Policy Coordinator for the Food Advisory Council for Memphis and Shelby County (FAC). Throughout the year Colter was involved in many activities and projects that allowed her to expand her understanding of the role of policy and planning in community development projects. Colter has a strong interest in how food policies are created and implemented in the Memphis community, and how organizations like GrowMemphis are driving community revitalization. Throughout the year she represented GrowMemphis by participating in community events such as the Gandhi-King Youth Conference developing and facilitating a workshop on food system awareness, volunteering at The Healthy Memphis Common Table Let's CHANGE Summit, and updating the GrowMemphis website and Garden Leader Newsletter with FAC news to keep the community aware and engaged in the FAC food policy work that is being researched and implemented. Colter also contributed to the success of the MemFix Highland/Walker event by coordinating the GrowMemphis plant sale to take place at the event. Her involvement in MemFix helped share the importance of gardening with the Memphis community.

Colter's work at GrowMemphis was also critical in revising the Memphis Food Ordinance Handbook, which makes policy recommendations which are specific to the city of Memphis. The Memphis Food Ordinance is important for the city to support and develop a stronger local food economy, and help to prevent some of the outdated and unnecessary barriers that prevent citizens from obtaining healthy food options.

"The fellowship experience has expanded my understanding of policy development and the effects that policy change can have on a community. I learned that Program and Policy evaluation along with feasibility studies are vital to understand the unintended consequences of policy change in order to avoid creating a greater problem in the community. Cross collaboration is a necessity and at times difficult to manage or navigate through organizations and individuals needs to get to what will serve the community for the greater good. "

Problem

"Good food for all can not happen without a concerted effort at bringing diverse groups to the table to develop policy-based solutions for the food issues in our community." Gallup Poll ranked Memphis No. 1 for hunger in the nation.¹

- Other studies rank Memphis among the cities with the highest obesity rates in the nation.¹
- The link between poverty, hunger and obesity in the U.S. has been clearly established.²

¹ Centers for Disease Control and Prevention, <http://cdc.gov>
² Food Research and Action Center, <http://foc.org>

Why a Food Policy Council?

There is no "Department of Food"

The Food Policy Council will strengthen the local economy with policies that promote a local food system and positively influence food access and public health. At present there are more than 100 food policy councils nationwide.

- There is an increased interest in local healthy food in Memphis and Shelby County.
- Memphis and Shelby County do not have a healthy food system.
- Public policy is the most critical factor in shaping a food system.
- Tennessee is losing farms and farmland.
- Policies that promote local food systems result in increased community wealth.
- To guarantee a safe and secure food supply.

Good Food for All, 2012

Fellowship Objective

To engage in activities that expand my understanding of the role of policy in planning and community development projects, how policies are created and implemented in the Memphis Community, and the role GrowMemphis has in driving community revitalization.

Fellowship Objectives Development

- Developed policy research and analysis skills
- Developed networking and advocacy skills
- Learned to coordinate and provide logistical support to and interagency council
- Developed formal documentation for the official council (including Council membership application, MOUs, meeting agendas, and minutes)
- Assisted with the recruitment and selection of FAC members
- Evaluation of the FAC structure, operations, recruitment process, community and member engagement, and policy development process
- Assisted the Executive Director with developing and implementing funding strategies including grant application content

Relevant Coursework

- Research Methods
- Evidence based Policy Making
- Program and Policy Evaluation
- Interagency Collaboration
- Public Management Leadership



Mission: GrowMemphis partners with neighborhoods in Memphis and Shelby County to promote a sustainable local food system



Mission: To advance policy and practice in Memphis and Shelby County that strengthen food security and the local food economy.

Carole Collier
HCD Fellow
Master Degree Candidate | Public Administration
Public Management and Policy
The University of Memphis

Chris Peterson
Agency Based Supervisor
Executive Director, GrowMemphis

Michael Howell-Moroney, Ph.D.
Faculty Mentor
Associate Professor and Director
Division of Public and Nonprofit Administration
School of Urban Affairs and Public Policy
The University of Memphis

Supporters



Memphis Community and Neighborhood Impact

The Food Advisory Council as an interagency collaboration connects nonprofit organizations, government, community, and food systems stakeholders to build relationships across the sectors.



Coordinated with Tubby Creek Farm, a local small sustainable farm, for University District community to join the farm Community Supported Agriculture (CSA) share and weekly pick up in the neighborhood at the office of GrowMemphis.
 ♦ 2012- 12 new CSA members and \$180 per month to the farmers while providing access to healthy food to a food insecure neighborhood



Assisted Shelby County Health Department with continued support for the revised Memphis Food Ordinance Handbook.
 ♦ The revision of the Handbook as recommended by Harvard Law will decrease economic barriers for food system stakeholders and increase local healthy food education, availability, and consumption

Fellowship Community Impact

- Updated the GrowMemphis website to include Council information, application, events, and calendar
- Contributed to the Garden Leader Newsletter with council news to keep the community aware and engaged in the food policy work that is being researched and implemented
- Created and maintained the FAC Facebook Page (currently at 84 members) to announce upcoming Council meetings which are open to the public

Community outreach activities included:

- The Gandhi-King Youth Conference
- The Healthy Memphis Commemorative Let's CHANCE Summit
- Midsouth Regional Greenprint & Sustainability Plan
- Community Garden Volunteer
- Staffed the GrowMemphis farmers market booth

Activities

Changing the culture of policy through capacity building

Food Policy Working Group transition to formal Food Advisory Council (FAC) for Memphis and Shelby County.

- 13 interagency and council members
 - 7 Working Groups
 - 4 meetings as of April 2013
- ♦ All meetings are open to the public and community participation is encouraged.



Collaboration

Grant administration and coordination of the Double Green's program which ensures greater access to healthy food for Supplemental Nutrition Assistance Program recipients by providing a dollar-for-dollar match up to \$10 when used to buy local produce at participating farmer's markets.

The 2013 participating farmers markets



West Tennessee representatives for the State Food Policy Council housed under the Tennessee Clean Water Network



Community Outreach



Innovative Impact

The FAC as an interagency collaboration, is unique in that it is not mandated by a government agency or housed in an advocacy lobbyist organization. This council is leading the way in providing a model that follows a holistic community development approach, building capacity from the ground up and from the top to the bottom, meeting in the middle for the greatest impact in community policy culture change and development.

Currently, there are many food insecure and economically struggling communities that might benefit from the lessons generated by the FAC's mistakes and successes.

Working together as a community of public administrators, nonprofit organizations, community leaders, and private business owners to target food system policy barriers is an innovative solution to comprehensively address food and public health issues.



**Amy Donaghey****GRADUATE PROGRAM:**

City and Regional Planning

EXPECTED GRADUATION:

May, 2014

EDUCATION:

B.A., Economics

University of Memphis

HCD PLACEMENT:

Binghampton Development Corp.

SUPERVISORS:

Juanita White

FACULTY MENTOR:

Charlie Santo

2012-2013 Overview

"Working with the Vecinos Unidos over the course of the last 8 months has been an incredibly enlightening experience. My work in the Binghampton community has had so many more rewards, and I am happy to say that I have accomplished all of my learning goals for this semester! First, I gained a clear understanding of the role of policy and planning in community development. The Binghampton Development Corporation has numerous working relationships with different neighborhood groups, local businesses, schools, churches, and citizens. I now understand the crucial importance of those relationships in citizen participation of planning for a community's future. Although I had little technical involvement in the planning process, I am happy to have learned more about citizen participation. I have majorly improved my communication skills by conducting meetings, planning events, and having conversations with many neighbors in Binghampton- often times in a language that I am certainly not fluent.

Leadership skills were developed while I organized the Vecinos Unidos neighborhood group meetings and events. This type of leadership was a challenge because I wanted the group to have a hand in the plans and future of the group and give ownership of the Vecinos Unidos to the Latina women. There was a lot of overlap in this competency with communication skills- I needed both!

I hoped to expand my knowledge of cultures this year, and I did this every day as an intern. I have learned that keeping an open mind is of the utmost importance when working on any community development project or program. Asking questions about anything that was different from my own culture easily broke ground between me and the Latino community. Sharing cultural differences helped us to find what things we had in common, and then we could build a relationship based on these things. The Spanish language barrier has been very difficult to overcome, and I know that this is what causes rifts between neighbors in Binghampton. I believe that bridging the cultural gap is still possible.

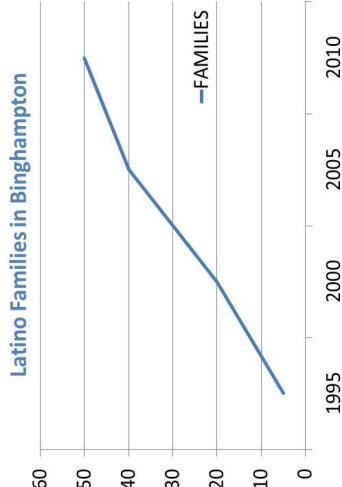
The last of my short-term internship goals was to learn how to recognize and respond to community needs. One of the aims of Vecinos Unidos was to offer bilingual resources to the Latino population, and we were able to do this several times. I recognized a need for Latino youth to be informed about their rights and opportunities as undocumented students, and also a need for access to affordable health care. Having knowledge of some other Memphis organizations and initiatives helped me to meet the needs in this community."

A Neighborhood Divided? ¿Un barrio dividido?

As the Latino population in Memphis grows, greater attention is called to cultural differences in several neighborhoods, including Binghampton. As we begin to confront these cultural differences, a divided community becomes a realistic threat.

In order to combat this division, we need to recognize new needs for our neighborhoods, particularly:

- Inclusive neighborhood history
- Cultural bridges between neighbors
- Bilingual resources



The graph above illustrates the growth of Latino families (in terms of households) in Binghampton from 1995 to 2010. Today, Latino families are still moving to the area, but not as rapidly as previous years. Notice the change in growth after 2005.

Una rosa y una espin



A rose and a thorn: two major events for the Latino Community in Binghampton:

- **2005:** Three Latino men were involved in a shooting. This resulted in the death of two men, and a major rift between racial groups.
- **2006:** Caritas Village opens. This is a major community center in the neighborhood, as well as a resource and advocate for Latino families.

Some information about Binghampton Latino families

- Most families are from Durango and Zacatecas, Mexico, while some are from El Salvador.
- For women, education levels are very low, which makes learning English extremely difficult.
- Family is the absolute priority, and children are involved in all things. The picture to the right shows several Binghampton children at a cleanup of Binghampton Park.



Above, Alma does arts and crafts while her mom participates in a Vecinos Unidos meeting.



Amy Donaghey, HCD Fellow

The mission of the Binghampton Development Corporation is to improve the *quality of life* in the Binghampton Community.



Pictures: top left: Lucia, Mercedes, Maria, and Imelda rake leaves at Binghampton Park during a community cleanup; bottom left: Christ Community Health Services visits one of our meetings; top right: our first Zumba Night at Caritas Village; bottom right: families enjoy the Binghampton Choir during the holiday neighborhood party.

Photo credits: Marie Denna, Cate Tidwell, and Cheyenne Medlock

Vecinos Unidos: United Neighbors

As part of the Housing and Community Development internship, an attempt was made to create a sustainable Latino neighborhood group, called Vecinos Unidos. This group offers:

- Bilingual Health Resources
 - Christ Community Translator Visits
 - Healthy Cooking Seminars
- Opportunities for building relationships between neighbors
 - Community Cleanups
 - Zumba/Exercise Nights
 - Other Community Events
- Other Services
 - College Application Assistance
 - Youth Activities



Children play at the Binghampton Park cleanup.

Bridging the Gap! ¡Cerrando de la brecha!



Amy helps Oscar color a pumpkin.

Short Term Internship Goals:

- ✓ Understand role of policy and planning
- ✓ Gain experience with communication in diverse groups
- ✓ Expand leadership skills
- ✓ Develop cultural awareness and knowledge
- ✓ Learn to anticipate community needs

dream of a City planning.memphis.edu

Other Intern Activities:

- Domestic Violence Conference
- Translation for Binghampton Times
- MidSouth Greenprint Participation
- Tutoring at Cornerstone Preparatory Academy
- How-to Guide for college bound undocumented students in Memphis
- Binghampton Community Cleanup near Greenline

Relevant coursework:

- Intro to Planning
- Community Finance
- Land Use Planning
- Site Planning

Latino Outreach Program

Successes in Numbers:

- 3 Zumba nights with a bilingual Instructor
- 2 Community Cleanups
- 20 in attendance at neighborhood holiday gathering
- 8 families included in holiday charity
- 2 parents successfully enrolled in Parents as Teachers program
- 3 teens provided with college application and scholarship materials
- 5 surveys conducted for cultural background

Hopeful for Improvement:

- Spring attendance lower than expected
- More bilingual assistance needed in local resources, including public schools
- Active Latino youth programs requested
- More efficient notification methods required for various community groups to communicate with Latino neighbors
- Higher participation of non-Latino community recommended, which may include expanding activities

Special thanks to:



¿Conoce usted a sus vecinos?

Do you know your neighbors? Strong communities can start with the simplest *bonds between neighbors*.

Cultural gaps exist all over the world, and can cause major rifts in our communities. Today, building bridges between cultures is more significant than ever before. *Vecinos Unidos* serves as an example for the potential of even the smallest group to support a community's need for *cultural acceptance, inclusion, and ultimately- union*.

**Stacy Elliott****GRADUATE PROGRAM:**

Social Work

EXPECTED GRADUATION:

May, 2014

EDUCATION:

B.S.W.

Lipscomb University

HCD PLACEMENT:

Behavioral Health Initiatives, Inc.

SUPERVISORS:

Chere Bradshaw

FACULTY MENTOR:

Susan Elswick

2012-2013 Overview

"The Housing and Community Development fellowship granted me the opportunity to participate in the implementation of a cutting-edge housing initiative for my social work field placement that I likely would not have been involved in otherwise were it not for the unique nature of the fellowship. My field experience provided me with opportunities to learn about evidence-based practices regarding Housing First models, permanent supportive housing, and effective interventions for addressing the real issues of homelessness in our communities.

My internship also allowed me to meet and interact with representatives from several different agencies and organizations related to community development, housing, and health and well-being. I was able to initially become involved with the 100,000 Homes Campaign by participating in the Memphis 100 registry week. During registry week I met and interviewed several individuals experiencing homelessness to conduct Vulnerability Index (VI) assessments and also assisted Community Alliance for the Homeless staff with technical support. I was also charged with a task of developing an Access Map to identify barriers and gaps in the process a veteran undergoes to obtain Housing and Urban Development Veterans Affairs Supportive Housing (VASH, or HUD-VASH). Other projects included assisting with grant reviews and housing coordination, and also the task of mapping out a decision tree to show the course of action to be taken by the Memphis 100 team when coordinating the triage of services for consumers.

Collaborating with so many different organizations to implement the Memphis 100 has provided some of the best settings for hands-on-learning through interagency communication and collaboration. My supervisor and my faculty liaison have both been amazing from the very beginning as they have helped guide me through my internship and encouraged me to seek out ways I could learn and gain more from the experience.

Through the coursework and lectures for the class I learned about the history of communities in Memphis and the Mississippi delta, as well as different aspects and levels of community development and engaged scholarship. I was very impressed by what I was able to learn from the diverse group of guest speakers who visited our class to discuss local initiatives and innovative community development. The class time also allowed for fellows to discuss and delegate assignments to plan and host a major community event like MemFix. I had an amazing learning experience through the fellowship that exceeded my greatest hopes and expectations for the school year. I look forward with great anticipation and excitement to being an HCD Fellow again in the upcoming school year."

ENDING HOMELESSNESS

100K Homes Manifesto:

"Homelessness in America is a public health emergency. The mortality rate for street homelessness is on par with some forms of cancer, cutting a person's lifespan by an average of 25 years... The time has come to stop managing homelessness and start ending it."

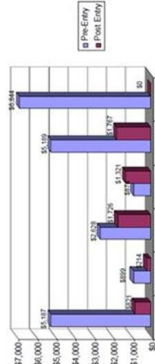
Homelessness in Memphis & Shelby County :

1,816 at Point-In-Time Count on January 22, 2013

People who are chronically homeless make up 10% of the homeless population but use about 80% of the resources.

National studies show conservative estimate = \$30,000/person/year in safety net and other expenses for chronically homeless (federally funded shelters, ER visits, Medicaid, jail etc.)

Annual Costs Before & After Entering Supportive Housing



HCD Fellowship Learning Objectives

- Understanding the role of policy and planning in community development projects, and the role current Housing initiatives have in driving community revitalization.
- Understanding the role of social workers and housing advocates in community development projects.
- Learning the framework of engaged agencies including North Memphis CDC and Community Alliance for the Homeless.
- Analyzing and understanding data, evaluations, and research and how they apply to partner organizations and also evidence-based Housing First methods.
- Furthering knowledge of grant and project implementation.
- Learning the framework for coordinating housing while observing both current grant stipulations and long-standing housing regulations and procedures.
- Meeting objectives related to several professional social work competencies as outlined in the student's comprehensive Learning Plan for MSW Field Placement (congruent to competencies of NASW, CSWE).

Applied U of M Master of Social Work Coursework

- Human Behavior & the Social Environment I & II – 7021, 7022
- Skills for Professional Practice in Social Work - 7001
- Social Work with Groups, Organizations and Communities - 7003
- Social Welfare Policy & Services – 7030

Memphis 100 Housing Initiative



Memphis 100 consumer receiving keys to new home upon move-in. Photo credit: Community Alliance for the Homeless

Memphis 100 Initiative Goals

- Identify and provide permanent supportive housing to one hundred of the most vulnerable individuals who experience chronic street homelessness in Memphis
- Provide community-based wrap-around services lead by a collaborative Assertive Community Treatment team, or ACT team
- Implement evidence-based Housing First methods
- Utilize a Harm Reduction Approach
- Meet objectives of the Mayors' Action Plan to End Homelessness in Memphis and Shelby County (2010) including:

Goal One: Prevent and End Chronic Homelessness in Memphis/Shelby County in Five Year

Objective One: Increase Permanent Supportive Housing units and implement Vulnerability Index or similar tool for prioritization of units.

Objective Two: Establish a Housing First/ACT Team (100 Units)

Ongoing Intermediate Impact

Over 700 homeless individuals received services at Project Homeless Connect in February 2013

Over 200 homeless men and women surveyed for the Vulnerability Index

Most vulnerable individuals prioritized for housing with in-depth, clinical Vulnerability Assessment Tool

41 people are housed and receiving needed services as a result of the Memphis 100 (41 as of 4/19/2013)



Before: Mr. R lived in abandoned walk-in cooler for over 2 years



After: Mr. R at his new home

Fellowship Outputs, Projects & Activities:

- 100K Homes Memphis 100 Registry Week
- Continuum of Care grant renewal review
- Annual Homeless Point-In-Time Count
- Memphis 100 Implementation team
- Project Homeless Connect
- Housing Coordination Community Alliance
- Client Housing Advocacy



Memphis 100 Registry Week, photo by



Memphis 100 Vulnerability Index, Photo credit Commercial Appeal

Connections to Core Competencies:

- Professional Conduct
- Ethical Practice
- Critical Thinking
- Engage Diversity in Practice
- Advance Human Rights
- Social and Economic Justice
- Engage in Research-Informed Practice
- Apply Knowledge of Human Behavior and the Social Environment
- Engage in Policy Practice
- Respond to Contexts that Shape Practice, Assess and Intervene



Project Homeless Connect, Commercial Appeal

Long Term Impact

- National Implications: More cities implementing innovative scattered-site Housing First initiatives
- Increased HUD funding of Permanent Supportive Housing projects and programs
- Creation of more Permanent Supportive Housing in cities across the country
- Greater community reintegration of marginalized population
- More cost effective use of tax dollars



Monthly Impact Map

44,388
13,759

**Anna Gattuso****GRADUATE PROGRAM:**

Applied Anthropology

EXPECTED GRADUATION:

May, 2014

EDUCATION:

B.A, Anthropology

University of Memphis

HCD PLACEMENT:

United Housing, Inc.

SUPERVISORS:

Amy Schaftlein, Tim Bolding

FACULTY MENTOR:

Stan Hyland

2012-1013 Overview

"This has been a remarkable year to be an HCD Fellow, in which I have had plenty of opportunity to build professional relationships across the disciplines, as well as work with mentors in my own field of applied anthropology. Highlights include working with the other HCD Fellows at our weekly class meetings to share ideas about our projects around the city, and the interesting and engaging work that I am able to do in the community through United Housing. At United Housing, I have been able to work with an engineer on setting up a participatory research project with a Raleigh neighborhood association; work with NeighborWorks to do a Community Impact Assessment; and I have also had the opportunity to interview homebuyers who participated in the Memphis Shelby County Helping Homebuyers Program.

This semester, I particularly enjoyed foraying into policy work, presenting and theoretically framing my work within my field of applied anthropology, as well as continuing to work on community development in the Scenic Hills neighborhood. In these areas, I had the opportunity to present a report of my work in the Scenic Hills Neighborhood to the Society for Applied Anthropology.

I also particularly enjoyed the process of detailing my work at United Housing on a poster, which I presented at the HCD Fellows Poster Session. Additionally, I was able to attend and join different policy groups such as the Mid-South Regional Greenprint and the Mobilizing for Action through Planning and Partnerships (MAPP) which I believe are working to make Memphis a stronger, more environmentally friendly city, and also a better city for its residents to live in."

Gattuso was able to integrate the relationships she developed with Engineers Without Borders at the University of Memphis during her fellowship with MemFix Highland/Walker. She played an integral role in MemFix by organizing students from EWB to volunteer the day before the event and paint the crosswalks on Highland and Walker.

"This has been a year in which I was able to put so many lessons 'from the classroom' into use that I cannot count them all. Working as a Housing and Community Development Fellow is a very useful and fun experience, and I would like to thank everyone who makes our program possible."

United Housing, Inc. and the HCD Fellowship

Mission

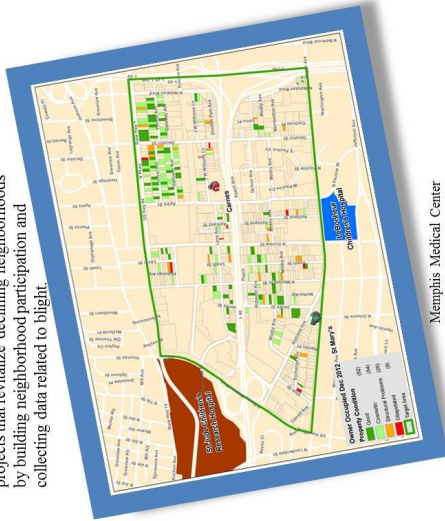
United Housing works to support sustainable homeownership throughout West Tennessee by providing homebuyer education, foreclosure prevention, affordable lending products and construction services.

History

Founded in 1994, as an affiliate of the United Way of the Mid-South, UHI has continue to serve Memphis and Shelby County by helping more than 2,500 families own a home. In January of 2000, UHI joined the NeighborWorks America Network. Through this network UHI is linked to over 230 local nonprofits nationwide working to revitalize America's declining neighborhoods.

The Purpose of this Fellowship

Many of Memphis' neighborhoods are currently experiencing the effects of regional poverty such as blight and decreased neighborliness. This HCD Fellowship was designed to work on projects that revitalize declining neighborhoods by building neighborhood participation and collecting data related to blight.



Memphis Medical Center
Data Map Courtesy of
Frank Buhart and Steve
Barlow.

Learning Objectives and Applications to United Housing

Learning Objectives

- 1) Policy analysis.
- 2) Working in multidisciplinary teams.
- 3) Facilitating participatory research; understanding the role of anthropology/archaeologists in community development projects.
- 4) Analyzing qualitative data and quantitative data.
- 5) Grant proposal writing.

Applications to United Housing

- 1) Analyzed national policies regarding tax abatement for homeowner repairs.
- 2) Currently collaborating on multidisciplinary teams in Memphis Medical Center and Scenic Hills.
- 3) Working with neighborhood homeowners in Scenic Hills to design methods for writing participatory dam management plan.
- 4) Wrote summary of survey data in Scenic Hills; wrote short report of quantitative data in Memphis Medical Center; wrote longer qualitative analysis of work in Scenic Hills.
- 5) Applied for one grant to the EPA for technical assistance for Scenic Hills, and worked with Amy Schaftlein to apply for a grant for homeowner repairs in Memphis Medical Center neighborhood.



Anna Gattuso, HCD Fellow

Project Descriptions

My projects at United Housing have all come to fit together under the rubric of "building stronger neighborhoods." Working at United Housing incorporates two main projects: a project in the Scenic Hills Neighborhood in Raleigh, and a project in the Memphis Medical Center Neighborhood, near downtown Memphis.

Scenic Hills Neighborhood Association

The work in Scenic Hills centers on a multidisciplinary team of an engineer and anthropologists, working with a neighborhood association in Raleigh, to write a dam maintenance and operations plan.



United Housing and Scenic Hills.

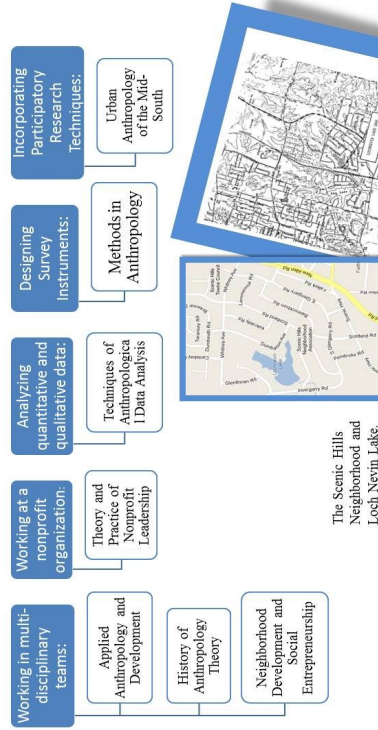
The Memphis Medical Center

The work in the Memphis Medical Center involves collaborating with an attorney-anthropologist and the Memphis Medical Center community organization to gather homeowner data in order to pave the way for coming improvements (see map at left).

Memphis Neighborhood & Community Impact

Spoke with 20% of Memphis Medical Center homeowners whose homes are currently in need of structural repairs.
Applied for a grant to fund repairs to homes in the Memphis Medical Center.
Surveyed one-fifth (172) of Scenic Hills residents on awareness of community-owned parks, lake, and dam.
In the process of forming an ad-hoc committee of the Scenic Hills Planning Committee that will then in turn collaborate with University of Memphis Engineer David Arellano to write a dam maintenance and operations plan.

Relationship to Courses



The Scenic Hills
Neighborhood and
Loeb Nevin Lake.

Outputs and Activities

- ❖ Attended two Community Development Council meetings.
- ❖ Working with Amy Schaftlein, Grants and Communications Manager at United Housing, to apply for a grant for funding for repairs to homes.
- ❖ Applied for a grant to the EPA for technical assistance for the Scenic Hills project.
- ❖ Conducted policy analysis research on tax abatement for homeowner repairs.
- ❖ Attended one meeting of the Policy Working Group of the CD Council.
- ❖ Serving on The Mid-South Regional Greenprint Working Group for Transportation and Alternative Fuels.
- ❖ Presented paper on work in Scenic Hills at the 2013 Annual Meetings of the Society for Applied Anthropology.

Potential Impact: State, National, and Beyond *A new model*

The potential broader impact of the Scenic Hills project is that, if we are successful in building a plan to write a participatory dam management and operations plan, we will be setting a precedent within the fields of both engineering and anthropology. Anthropologists have collaborated on many participatory projects in the past, but never one specifically on collaborative dam management, which is a specific type of community resource management. Engineers are increasingly looking to community members for collaboration on new designs, but, this type of thinking within engineering is relatively new within the field, and this is one of the first, if not the first, project of its kind in the United States. Beyond the United States, Engineers without Borders has begun to partner with people on the topic of community resource management, and the engineer that I am working with is leading a project much like the one in Scenic Hills, but with a group of people in Yaracuy, Bolivia. Additionally, if we are successful in creating a participatory dam management plan, then we will present our methods to the state of Tennessee for use as a model for the thousands of other small, private dams in the state of Tennessee.

**Noelle Gilbreath**

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2013
EDUCATION:	B.A., Political Science Marquette University
HCD PLACEMENT:	Community Development Council
SUPERVISORS:	Emily Trenholm
FACULTY MENTOR:	Charlie Santo

2012-2013 Overview

'My HCD placement with the Community Development Council has focused on producing a case study of the development of the Binghampton area including history of the neighborhood, the impetus for change in the neighborhood, and current revitalization activities. Recently, there had been additional interest from outside parties to make Binghampton a priority area for investment, including Community LIFT and the Mayor's Innovation Delivery Team. The community driven initiatives and partners, as well as the City efforts, were researched and analyzed to document a unique and compelling case history about how a neighborhood in Memphis can transform through a set of multifaceted and multi-partner strategies. My work began by collecting historical data on the Binghampton neighborhood. In conjunction with these documents, I borrowed all of the plans focused on the Binghampton neighborhood from the Office of Planning and Development to examine their recommendations and determine if they were implemented. I also researched various community development models to better understand what models are present in the neighborhood. The models I focused on are the Community Development Corporation (CDC) model, Arts Based Model, Faith Based Model, and Asset Based Model. Interviewing stakeholders in the Binghampton neighborhood helped to better understand the revitalization efforts. The interviewees are leaders of the community development corporation, churches, non-profits, the community center, health centers, etc. The goal of the interview process is to understand the past conditions, what positive changes have occurred, and what/who drove these changes. The interviews were also meant to bring out the challenges that still exist in the neighborhood. The outcomes of the case study showed that community organizations serve multiple roles. The research concluded that while there are formal relationships and models at play, there are also informal connections among community members with people and relationships being at the heart of revitalization efforts.

My year as an HCD Fellow has been very beneficial to my graduate education. Working with a community organization outside the university has been helpful in understanding their role in driving community revitalization as well as the role of policy and planning in community development projects. In creating the case study, I have been able to apply skills learned in classes to a real world project. The HCD class was also effective in tying together the various projects fellows were working on and creating connections to increase capacity building among community organizations."

Connecting the Dots: Binghampton Revitalization

Noelle Gilbreath, HCD Fellow

Community Development Council of Greater Memphis (CD Council) is an association of community development corporations and supporting organizations working to revitalize neighborhoods in Memphis and Shelby County. The mission is to renew and empower communities through a network of support and technical assistance, in order to build strong and effective neighborhood-based community development.

Situation:

- Document complexity of neighborhood revitalization
- What types of redevelopment have occurred in Binghampton?
- Do they fit into a redevelopment model?
- What are the common themes and connections revealed through interview process?

Common Themes



Short Term Impact/Learning Objectives:

- Understand the role of policy and planning in community development projects, and the role of community organizations in driving community revitalization
- Understand the role of planners in community development projects
- Analyze and understand data, evaluations, and research and how they apply to Binghampton redevelopment
- Attain knowledge of grant and project implementation

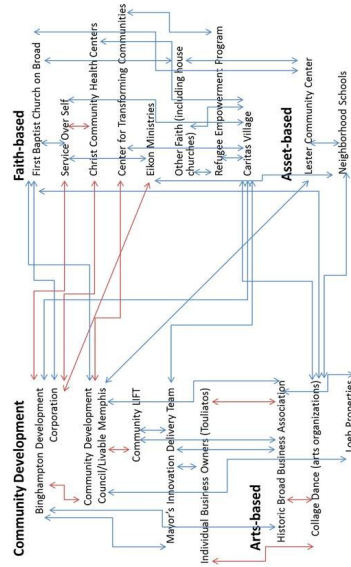


Outcomes:

- Community organizations serve multiple roles:
 - For example, Binghampton Development Corporation is primarily a CDC, but was created out of a church and adopted the John Perkins faith based model of redevelopment. BDC is also involved with projects related to arts, gardening, job training, helping to establish resident led neighborhood associations that are focused on tapping the assets of residents.
- Many more informal connections among community members
- People and relationships are at heart of revitalization efforts
- Key assets: people, central location, diversity, Greenline/Overtown Park, access to major thoroughfares, organizations, neighborhood associations led by residents, relationships, arts district, Caritas Village, Lester Community Center, mix of uses, strong faith based nonprofits
- Key challenges: not everyone shares same vision, apathy, no job capacity, education, crime, overcome stereotypes of Binghampton, need seat at the table, improvement in living conditions, safer streets, drugs, prostitution, divisions created by industrial park/Sam Cooper gentrification, lose diversity, infrastructure isolates amenities from each other, connectivity, distrust/fear



Community Connections



Outputs/Intermediate Impact:

- Document the history and revitalization efforts in Binghampton
- Analyze findings of research:
 - Effectiveness of planning process (recommendations and implementation)
 - Complexity of community revitalization
 - Common themes identified from interview process
 - Formal and informal community connections
 - Roles of community organizations

Outcomes/Long Term Impact:

- Communities use the case study when planning their redevelopment efforts
- Lessons learned in Binghampton will be helpful to other projects underway in Memphis
- A written record of the ongoing work in Binghampton with current stakeholders will ensure the story is not forgotten or misrepresented in the future
- Publish article based on project to inform community-building professionals and other stakeholders in creating vibrant communities

**Cecell Hite****GRADUATE PROGRAM:****Public Administration****EXPECTED GRADUATION:****May, 2013****EDUCATION:****B.A., Political Science and Psychology
University of Tennessee****HCD PLACEMENT:****UNDC****SUPERVISORS:****Leah Dawkins****FACULTY MENTOR:****David Cox****2012-2013 Overview**

“For the fall semester one of my learning objectives included researching and providing a Tax Increment Finance (TIF) recommendation for the UNDC board as well, as a recommendation for how the UNDC can sustain itself based on the practices of other CDCs which are not in the housing business. I spent a majority of the semester researching similarly sized cities and TIF districts, and conducted interviews with several CDC and public finance professionals. I also helped with the planning of Southern sweep, which was a large scale bike clean-up sponsored by Livable Memphis; Clean Memphis, and the Peddler in the University District.

“During the spring semester I had the opportunity to experience what it is like to plan a large scale event, as well as develop critical skills to mobilize a very diverse community. My supervisor, Leah Dawkins, organized the MemFix Highland/Walker event, which allowed me to be involved in the planning of different aspects of the event, and the opportunity to listen to the Mayor’s Innovation Delivery Team brainstorm their goals for MemFix events in the city. I learned a lot about the unique and innovative political approach to community development called Tactical Urbanism.

The University District is very unique in demographics and we had to discover ways to reach out to different people. I helped organize a University District neighborhoods summit, which brought in more than 100 community members. Leah and I wanted the community members to help develop an action plan for how the University District will move forward planning future events, and to involve the community in the planning of MemFix Highland/Walker.”

Hite’s contribution to MemFix Highland/Walker was invaluable. He was involved in the set-up of the event on the day of the event, and had a vital role managing the volunteer check-in station on the day of the event. He was on hand the day of the event to assist with whatever loose ends needed to be addressed, and took a leadership role in handling a community organized event.

Mission Statement

The mission of the University Neighborhoods Development Corporation (UNDC) is to build a thriving campus/community environment by improving the physical and economic infrastructure of the neighborhoods surrounding the University of Memphis and by encouraging and strengthening partnerships among University District stakeholders.

Problem Statement

The University District is made up of 6 distinct neighborhoods surrounding the University of Memphis. The area has suffered a decline in community engagement, safety, and economic vitality. The UNDC is attempting to rebuild the physical and economic infrastructure, while building stronger partnerships between stakeholders in the Utdistrict.



MEMFIX Highland Walker April 13, 2013

Short Term Goals

- Organize projects that further adhere to goals and vision of the organization.
- Develop qualitative data and compare it to previously collected data through different forms of media.
- Identify the strengths and weakness of community to produce effective results.
- Learn how other Community Development organizations sustain themselves over time.
- Learn how to effectively communicate with a diverse group individuals to promote a project.

Internship Presentation: University Neighborhood Development Corporation

Cecell Colby Hite, HCD Fellow, MPA- Candidate

The University Neighborhood Development Corporation is a private Nonprofit 501 (c)(3) organization, neighborhood based organization that is distinct from the University of Memphis charge with the goal and focus of stimulating and facilitating economic and community revitalization in the neighborhood surround the University of Memphis.



Intermediate Impact

Neighborhood Summit

Over 100 community members and volunteers
2 city council representatives

Bike Lane clean up

Over 60 volunteers

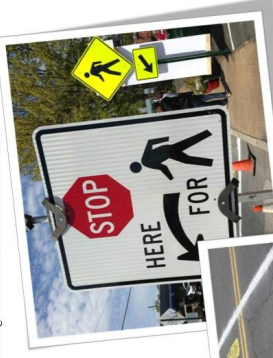
MEMFIX Walker Highland

Over 5,000 attendees

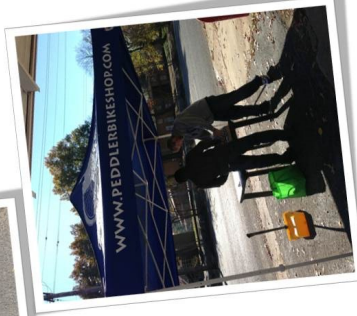
“ A neighborhood centered community”

Outputs

- Assisted with planning a large scale community Tactical Urbanism project
- Assisted in planning a community bike lane clean up in the University District
- Assisted the Community Liaison with the Neighborhood Summit.
- Interviewed local Executive Directors for recommendations on sustainability
- Created a report/ presentation on the pros and cons of the University District becoming a Tiff district to the UNDC board.



MemFix Highland/ Walker- over 2,000 people used the crosswalk



Southern Sweep Bike Lane cleanup in the Utdistrict

Course Connections

- Program Evaluation
- Interagency Collaboration
- Research Methods

Long Term Impact

The University District intends to be a model for other University District facing the same issues. With many projects that build on the strength and weaknesses of the community and spurring ideas from the community, and other key stakeholders. The Utdistrict will become a more viable and sustainable community.

**Zachary Hunter**

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2013
EDUCATION:	B.A., Architecture Studies University of Arkansas
HCD PLACEMENT:	Landmarks Commission
SUPERVISORS:	Nancy Jane Baker
FACULTY MENTOR:	David Westendorff

2012-2013 Overview

"My most recent semester at the Memphis Landmarks Commission was highly productive for both the Landmarks Commission and my own learning objectives. Throughout the year I was able to perform Landmarks activities such as reviewing Certificates of Appropriateness applications, Memphis Register nominations, and work on the United Development Code. I was also able to work with Nancy Jane on projects which allowed me to use GIS skills I obtained while working on my master's.

Having been at Landmarks Commission for a year and a half, I feel that I have a pretty good idea of how it fits in to the Office of Planning and Development and what kind of projects/goals the manager of the Landmarks Commission has in mind for Memphis. I was able to be involved with the organization of the first Historic Zoning Commissioners Workshop and hope that it will continue to evolve into a regional "meeting of the minds" in Historic Preservation. I also worked on surveying potential historic properties in potential national register districts, which is normally my supervisor did herself. With another intern, I was able to drive through the neighborhood and assess the buildings to determine if they contributed to the historic of the neighborhood.

One of the bigger projects that we have been working on implementing is the Memphis Register. I created a map that will help in the establishment of the Urban Main Street Program in Memphis. The project I worked on helped provide empirical support needed to push the project forward. In addition, the research I did for my Capstone for my City and Regional Planning degree, will provide the city with an opportunity to improve its policies on affordable housing and have better understanding of historic preservation and economic development."

Hunter played an important role by developing a heritage map of the University District for the MemFix Highland/Walker event. He took a leading role in identifying historic sites in the neighborhoods surrounding the university that people coming to the event may not know existed. He helped in doing research, and then made the map that was put in a pamphlet that was distributed on the day of the event.

"This past year at the Landmarks Commission exceeded my expectations as to what I thought I would be doing. I feel that the things I was involved in were important ventures in the future development of Memphis and the Landmarks Commission."

Working at MLC helped frame my capstone and provide recommendations on improving preservation practices in Memphis through research, census data analysis, and interviews. ⁴ The districts were chosen for the study and the data showed a rise in property value and housing units since historic designation in 3 of the 4 districts. Recommendations for improvement were primarily focused on the inclusion of cultural preservation, along with physical preservation to encourage MLC interaction with the historic districts rather than acting only as a regulatory entity.

**Austin Johnson**

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.A., Spanish & International Studies, East Tennessee State
HCD PLACEMENT:	Frayser CDC
SUPERVISORS:	Steve Lockwood
FACULTY MENTOR:	Charlie Santo

2012-2013 Overview

“At Frayser CDC, I have worked to more fully understand how the CDC can become an active and creative agent of smart growth principles in a decayed, first-ring suburb. I have had the opportunity to track the CDC's priority investments in specific neighborhoods to better understand the role that the organization can play in the reduction of environmental blight and associated problems (like crime). Using this data, the CDC will be better equipped to discuss how underutilized properties that have been subsequently rehabilitated by the agency can contribute to the overall health of Frayser. Our goal is to interpret our actions in order to inform the greater story of smart growth in Memphis. As first-ring suburbs come back online as viable districts in the city, Frayser will be well-placed to grow and redevelop using intelligent methods.”

Johnson was able to work on a variety of initiatives at the Frayser CDC. He focused on cataloguing environmental issues, and was successful in increasing the agency efficiency by designing and installing a database to track owned properties, and parcels associated with legacy codes enforcement violations. Johnson says the Frayser CDC had not generally pursued code violations, making this work important for stabilizing property values and keeping residents safe. Four homes were demolished, and others were secured (boarded), in the winter of 2012 as a result of Johnson's reporting through the city.

Johnson also used technology to catalogue and be able to more effectively manage the reporting and changes in property owners, and stability, in Frayser. He employed FileMaker, a database management program, a database management program, so catalogue detailed information about problem properties. Building this database will allow the city to track certain properties back for years, and also allow the city to observe patterns in land use, and determine the reasons some houses become vacant and abandoned. Johnson also created a guide to help people in the Frayser community utilize the Mayor's Service Center (311 Database) as a platform to communicate with the neighborhood inspectors about urban blight, and address their concerns.

“During my two semesters at Frayser and in the HCD program, I have genuinely learned about the systems that organize and run Memphis, as well as ways in which engaged scholarship and collaborative efforts can connect seemingly disparate interests and challenges.”

Why is blight an important issue?

After the 2013 revaluation of properties by the Shelby County Property Assessor, Frayser residents lost over a billion dollars in the assessed value of their homes.

Blight and associated crime have been shown to be a primary source of property value depression. Frayser is also one of the neighborhoods in Memphis with the greatest number of blighted parcels. A system is needed in this community to effectively track blighted properties and begin the rehabilitation process to stem further losses and restore homeowner equity. Frayser CDC is in a unique position to assist in these efforts by investing in targeted neighborhoods to stabilize property values.



My Contributions

- **Mo**
 - Track efficacy of 311 system
 - Observe neighborhoods in decline or improvement
- **Research and analyze policy in Memphis and other cities**
 - Impact of blight to municipalities and surrounding property owners
 - Boarding and maintenance policies
- **Grandview North Neighborhood Case Study**
 - Capture existing land values, ownership and vacancy rates, and environmental problems
 - Future analysis regarding efficacy of targeted human, legal, and financial capital on blight
 - Contains 15 CDC-owned properties

Related Coursework at the University of Memphis

- Susan Roakes' Land Use Planning
- Neighborhood condition survey and GIS skills
- Charlie Santo's Planning Methods/Financing Development
- Statistical analysis, census data gathering, smart growth and effective capital investment strategies for municipalities

Fighting Blight in Frayser Neighborhoods

Austin Johnson, HCD Fellow

Master's Degree Candidate, City and Regional Planning

Charlie Santo, Faculty Advisor
City and Regional Planning Department

Steve Lockwood, Onsite Advisor
Frayser Community Development Corporation

Frayser Community Development Corporation

Our mission is to work with the community to provide improved housing and stimulate commercial and economic growth.

Providing Improved Housing

- Ensure that Frayser in 2020 has better maintained housing stock than in 2013 through tracking and reporting environmental issues

Stimulating Growth

- Increasing population as a result of maintained neighborhoods and rehabilitated houses

Increasing Organizational Efficiency

- Dissemination of data related to investments and blighted parcels in 38127 as a result of housing database
- Knowledge of where to invest next



By the Numbers



Municipal Impacts

Memphis has 31,000 blighted parcels, representing a significant cash flow opportunity for the city.

Blighted Parcels...

- Affect surrounding property values by up to 7.5%.
- Cost more for police and fire protection as a result of theft issues, abandoned drug houses, and fires
- Decrease infrastructure efficiency

Roads, schools, police stations, libraries, fire, water lines, electricity, gas lines, commercial structures, and houses are already in place in Frayser. Rebuilding this infrastructure in new suburban areas like Piperton, Eads, or Arlington comes at a significant upfront cost as well as delayed costs of maintenance for older neighborhoods (Frayser, Raleigh, Hickory Hill) and transportation-related costs for citizens.



School of Urban Affairs & Public Policy
College of Arts & Sciences



**Kate Kananura**

GRADUATE PROGRAM:	Public Administration
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.S., Organizational Leadership & Management Union University
HCD PLACEMENT:	Gestalt Community Schools
SUPERVISORS:	Tiena Gwin
FACULTY MENTOR:	Sharon Wrobel

2012-2013 Overview

"The opportunity to serve a K-12 charter school for the last two semesters has provided me with invaluable experiences that have proved that the most effective method to support student achievement is through an integration of education and community. I also learnt that active involvement of parents, students and community members is vital to neighborhood revitalization.

The approach of schools serving as anchors to revitalize communities is an effective strategy for community building. Most of my work was focused on planning for a playground build that is part of the Town Center project, a community model that Gestalt Community Schools is developing in Hickory Hill. The project is a classic example of how organizations can leverage their resources to better the communities they serve. Realizing that organizations can no longer operate effectively in silos, I used competencies gained from the Interagency Collaboration class to establish relationships with public, private and nonprofit organization organizations. This resulted into increased opportunities for partnerships, fundraising and volunteer recruitment for this project, and other events. To assist in improving on volunteer recruitment and management, I researched and compiled a best practices paper for reference. Assisting in planning of community activities including clean-ups, 5K runs and other events enhanced my community organizing skills. By shadowing my supervisor at a local CDC's partnership's meetings, I was able to hone my communication skills and establish rapport with community leaders and diverse groups of people. I also learnt that viable communities thrive on participatory planning and good leadership. For projects not accomplished as earlier planned, I gained the understanding that organizations always need to align project implementation with their strategic plan."

Kananura's involvement with MemFix Highland/Walker included organizing and managing a clean-up in the University District three days prior to the event. The clean-up was an important part of the concept of revitalization that MemFix was demonstrating to the community. Seeing students picking up trash on Highland and Walker Streets brought business owners out to join the effort.

"During the year, learning about my fellow classmate's contributions at their respective organizations provides a clear understanding of the benefits of engaged scholarship. Furthermore, the realization that we are all working towards one bigger picture despite our diverse majors, is very inspiring. I am most thankful to Dr. Hyland for facilitating my fellowship, my faculty mentor and my field supervisor for their encouragement and support. The HCD Fellowship offers real world experiences that are priceless and I am looking forward to such another opportunity next year. "

Kate Kananura, HCD Fellow 2012-2013

GESTALT COMMUNITY SCHOOLS (GCS)

Building Better Communities Through Education




Mission

Gestalt Community Schools (GCS) is a charter management organization that serves K-12 scholars by leveraging community assets to empower citizens who will be college-ready, career-ready, and community-ready.

Problem

With schools failing, families fleeing for bankruptcy and businesses leaving a struggling community in Hickory Hill, two founders saw the need to establish a community-based school that would address both the academic needs and development needs of the community. Instead of debating whether education impacts the community or vice versa, Gestalt Community Schools believes that the most effective method to support student achievement is an integration of education and community (a true "gestalt").

Schools

Power Center Academy High School – Hickory Hill
 Power Center Academy Middle School – Hickory Hill
 Gordon Science and Arts Academy – North Memphis
 Klondike Preparatory Academy – North Memphis
 Humes Preparatory Academy – North Memphis

Internship goals

- To understand the role of schools in driving community revitalization
- Develop skills to manage the volunteer resource
- To understand the role of interagency collaboration
- Understand the role of aligning project planning with an organization's strategic plan
- Develop skills for researching community program models and alternatives
- To attain knowledge of grant writing and project implementation

Relevant coursework

- Contemporary Perspectives – The effect of population shifts
- Interagency collaboration - Partnerships and networks
- Human Resource Management – Managing volunteer resource
- Theory and Ethics - Ethical leadership

Internship roles

- Compiled a best practices report to assist in developing a volunteer management policy
- Established and enhanced collaborative relationships with public, private and non profit agencies
- Assisted in planning of community service projects and other special events
- Participated in activities that increase awareness for crosstown development initiative
- Recruited and managed volunteers for various community service projects
- Participated in community meetings that addressed social –economic issues in North Memphis
- Met with leaders of community development initiatives to discuss the future Memphis schools









Core components

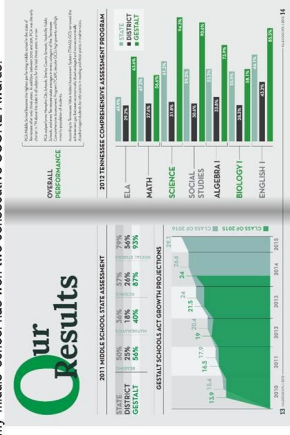
- Extended day
- Science program
- Arts Program
- Technology
- STEM Program
- Entrepreneurship
- Community service
- Financial literacy
- Blended Learning Mode

Curriculum

Each school's curriculum reflects the specific needs of its community
 Hickory Hill - Entrepreneurship
 North Memphis - Arts and sciences

Intermediate outcomes

- Increased scholar enrollment and increased number of schools from one in 2008 to five in 2103
- Power Center Academy outperformed Memphis City Schools, Shelby County Schools, Nashville Public Schools, in all categories of the Tennessee Comprehensive Assessment Program (TCAP) in 2012.
- Narrowed the achievement gap between economically disadvantaged and non-economically disadvantaged students by 9.82 points in reading and 18.66 points in mathematics.
- A partnership with the Achievement School District to catapult the bottom 5 % of schools in TN, straight up to the top 25%.
- Power Center Academy middle school has won two consecutive SCORE Awards.



Integration of Schools and Community

PCA Town Center – A community model

Gestalt Community Schools has partnered with Power Center CDC to re-develop 43 acres of blighted property that was once home to a 394 unit apartment complex in Hickory Hill. Upon completion the mixed use town center will feature:

- Power Center Academy high school
- Power Center Academy middle school
- Performing arts center
- A wellness center
- Housing
- Retail




This community model can be replicated in other Memphis city neighborhoods and in the global community.

Sears Crosstown Development

Gestalt Community Schools shares a vision with other eight founding partners to serve as anchors of education, health care and the arts in the crosstown community. The organization plans to have a high school in the Sears crosstown building by 2016.

Reflections

- For communities to develop and flourish, they need institutions such as schools to serve as anchors
- Students need appropriate community environments for higher academic achievement
- Active involvement of parents, students and community members is vital to neighborhood revitalization
- Viable communities thrive on participatory planning and good leadership

Long-term Impact

Stronger and more vibrant neighborhoods inhabited by a generation of leaders who are innovative thinkers, problem solvers, humanitarians, and ready to leverage economic and social opportunities to better their communities.



Kenny Latta

GRADUATE PROGRAM:

Applied Anthropology

EXPECTED GRADUATION:

May, 2014

EDUCATION:

B.A., Religion & Philosophy
Christian Brothers University

GREEN FEES PLACEMENT:

TIGUrS

SUPERVISORS:

Karyl Buddington

FACULTY MENTOR:

Stan Hyland

2012-2013 Overview

"Through the careful direction of my academic supervisor, Dr. Stan Hyland, and my TIGUrS supervisor, Dr. Karyl Buddington, among many others, I was able to utilize TIGUrS as a platform for exploring options for community development and university engagement in the University District. Without their guidance, I am doubtful whether I would have approached my internship with TIGUrS in this way. As it happened, my internship with TIGUrS this year has been an excellent opportunity to gain experience relevant to my coursework in applied anthropology and my aspirations for a career in community development in Memphis, and I've learned a great deal about community outreach, organizing, "green" development, and issues of food security that I couldn't have learned in the classroom. I think that having both an academic and agency supervisor that could help direct my Internship to meet TIGUrS needs and expectations while aligning it with my coursework and career goals was very valuable.

In addition, the chance to learn about other development initiatives throughout Memphis through the weekly meetings and reports with the HCD fellows helped to give some context and perspective to my internship. These conversations allowed me to see new ways TIGUrS could link with other community development initiatives, such as the UNDC, HARC, MEMfix, or GrowMemphis, and facilitated the exchange of ideas and resources between TIGUrS and these partner initiatives. The weekly meetings, in my view, might be the most valuable part of the HCD fellowship experience."

Latta's involvement in MemFix Highland/Walker was integral to the success of the event. He designed and managed the construction of an urban community garden at the intersection of Walker and Brister in the University District. The garden was one of the main attractions at MemFix, and has become a gateway for more communication and engagement between the University of Memphis campus and the University District.

"My time with TIGUrS this year has been very productive, both in creating new partnerships and networks to benefit TIGUrS, the University, and helping me meet my learning objectives. The handful of individuals who have become closely connected with the garden this year have contributed greatly to TIGUrS's vitality, and formal partnerships with HARC and GrowMemphis will help ensure TIGUrS is fully contributing to the University District. Through working to establish these relationships, I have learned much about networking in community development."



THE UNIVERSITY OF MEMPHIS TIGURs

Tigers Initiative for Gardens in Urban Settings

Kenny Latta

Department of Anthropology
The University of Memphis

Dr. Karyl Buddington
Field Supervisor
TIGURs Director

Dr. Stan Hyland
Faculty Supervisor
Chair of SUAPP



Community Development?

At the start of 2012, TIGURs was interested in broadening its scope to engage with the wider community.

A partnership with SUAPP and the HCD Fellows program provided a unique opportunity for a graduate internship focused on bridging between TIGURs and the neighborhood the University District.

My goal was to work with SUAPP and the HCD fellows to promote TIGURs as a community resource.

I saw my internship as a small piece of the growing movement to transform the University of Memphis into a truly engaged urban university.

The Need

Food insecurity is an ongoing issue in Memphis and affects several of the neighborhoods adjacent to the University of Memphis's main campus.

The University District produced a comprehensive plan in 2007 that called for increased greenspace and more community gardens.

TIGURs is only as vibrant as the community that gathers around it. Our program thrives on garden volunteers who bring their curiosity and wisdom with them, and the University District is an untapped source of TIGURs volunteer partners.

Internship Objectives

Build partnerships with community organizations:

- GrowMemphis
 - Highland Area Renewal Corporation (HARC)
 - University Neighborhoods Development Corporation
 - udistrictmemphis.com
 - Memphis City Beautiful
- Plan and facilitate events to engage more students, staff, and community members with TIGURs gardens:

- Sweet potato pull (October 2012)
- Guests in the Garden Spring Speaker Series (March-April 2013)
- Earth Day Celebration (April 2013)
- MEMfix Highland/Walker (April 2013)
- Ongoing volunteer opportunities (August 2012-May 2013)
- Assist with researching and writing grants to support the work of TIGURs and its community partners:
- Searching for funding for the construction of an outdoor classroom facility for the TIGURs gardens.
- Green fee proposal to fund TIGURs for next year.
- Minigrant proposal to Memphis City Beautiful to help fund the construction of a new garden in the University District during MEMfix Highland/Walker.

A Community Resource

TIGURs was founded in 2009 with University of Memphis Green Fees.

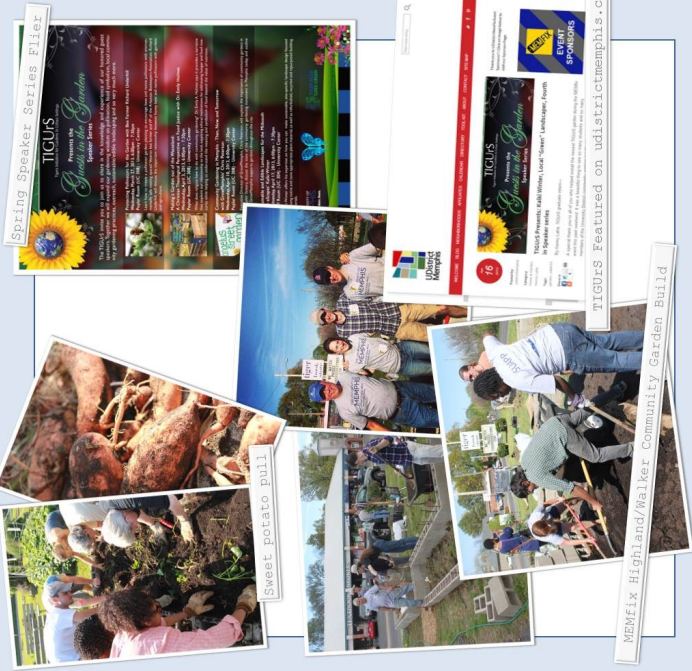
The program maintains five organic community gardens on and around the University's main campus, providing fresh produce to the University community.

Aside from the TIGURs directors, the program is staffed by one garden coordinator, five student workers, one graduate assistant, one green intern, and lots of volunteers.

In 2012, TIGURs was awarded a Tennessee Governor's Environmental Stewardship Award for excellence in environmental education in schools.

Our identity statement:

"Down to earth community renewing through service-learning, urban re-cultivation, and sustainable agriculture."



Results:

- Established working relationships with community organizations, including UNOC, HARC, udistrictmemphis.com, GrowMemphis, and Memphis City Beautiful.
- Organized events to draw students, staff and members of the University District community into TIGURs Gardens:
 - Sweet Potato Pull
 - Guests in the Garden Speaker Series
 - Earth Day Celebration
- Coordinated with MEMfix committee, HARC, and Memphis City Beautiful to construct TIGURs's first off-campus garden on Walker Ave during MEMfix event.
 - Permanently beautified an underutilized space on one of the major commercial corridors in the district.
- Reached hundreds of community members.
 - Engaged over 30 volunteers throughout the day.
 - True collaboration between the University and community partners.

Academics:

The work that I did for TIGURs this year was directly related to concepts discussed in two of my classes.

- Neighborhood Development and Social Entrepreneurship (Fall 2012)
- Applied Anthropology and Development (Fall 2012)

Community Impact:

- TIGURs continues to grow organic, healthy food for the University and wider community.
- Increased awareness about TIGURs and TIGURs events.
- Increased awareness about urban gardening and food issues in and around Memphis.
- Collaborative partnerships with community organizations.

In the long term:

- A more engaged University of Memphis
- Healthier and more vibrant University District
- Decreased blight
- Increased greenspace, on-street activity, wellbeing, and health.

Thank You!

Anything that I have accomplished this year has been because of the help and careful guidance of many, many people. A special thank you to:

- Dr. Karyl Buddington, TIGURs Director and my Field Supervisor
- Dr. Stan Hyland, SUAPP Chair and my Faculty Supervisor
- Art Johnson, TIGURs coordinator
- Leah Dawkins and TK Buchanan, University District Liaisons
- Marie Denan, SUAPP social media guru, photographer, and supervolunteer
- Venezia Hamilton, TIGURs Green Intern
- Dr. Mark Matheny, HARC executive director and pastor of St. Luke's United Methodist Church
- Chris, Kionnora, and Carole from GrowMemphis
- Kim Wilson, University of Memphis Physical Plant
- Vickie Peters and Jessica Buttermore, SUAPP
- TIGURs Garden Crew — Chris, Daniel, Gage, Jay, and Lawrence

**Katie McKeel**

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2014
EDUCATION:	Bachelor Business Administration Lambuth University
HCD PLACEMENT:	Mayor's Innovation Delivery Team
SUPERVISORS:	Thomas Pacello
FACULTY MENTOR:	Charlie Santo

2013-2013 Overview

"By reflecting on my experiences with the innovation Team, reviewing my learning objectives, and considering our class meetings, I have come to the overall conclusion that the HCD program provided an enriching experience that advanced my educational and professional development. I have had the opportunity to connect with and learn from community and civic leaders across the City and have seen firsthand the excitement and momentum Memphis has gained through just a few quick wins stemming from community development programs and initiatives that have been implemented by the public, private, and non-profit sectors – all working with the Innovation Team. Through several different projects and initiatives, I was able to gain valuable experience and accomplish my learning objectives.

At the beginning of this semester, much of my time was focused on the neighborhood retail development strategy for South Memphis. I had the opportunity to participate in workshops facilitated by Gibbs Planning that focused on market studies and using the information to attract retailers to the South Memphis area. My experiences working with the neighborhood retail strategy, specifically, the commissioned market studies have helped me analyze and understand data, evaluations, and re-search, and how they apply to the work of the Innovation Delivery Team.

I do not feel it was until the second semester that I started to truly understand the goals of the HCD program as a connector, information source, and support group among Fellows and their organizations. Having the opportunity for the entire HCD class to participate in the MemFIX event that took place on Highland and Walker was a great experience for all of us to work together. Next year, HCD Fellows should identify another project within the University District with which everyone can be involved. Even if it is on a much smaller scale, working together in the University District promotes the Fellows as a unified group committed to community development and the University.

Overall, the HCD Fellowship Program and the Innovation Team provided an excellent introduction to community development in Memphis and assisted in my educational and professional development. After this school year, I can see why connecting various organizations across the city and region is vital to continued community development efforts in the Memphis area and have a better understanding of the University's role in these efforts."

**Gabrielle Mondie**

GRADUATE PROGRAM:	Public Administration
EXPECTED GRADUATION:	May, 2013
EDUCATION:	B.A., Political Science University of Tennessee
HCD PLACEMENT:	City of Memphis CAO Office
SUPERVISORS:	Maura Sullivan
FACULTY MENTOR:	Sharon Wrobel

2012-2013 Overview

"My HCD placement with the City of Memphis Chief Administrative Office has been a wonderful experience. It allowed me to explore local government and gain a better understanding for the practices within the field. The experience has been very valuable to me since I would like to work for local government after graduation.

The majority of the projects that I have worked on this year have related to neighborhood services. For instance, the main projects included furthering the implementation of 311, providing support for the Main Street Mall Oversight Committee, and working on various research projects. While working on 311 my activities included working on the mission statement, creating evaluations sheets, creating a PowerPoint presentation for the 311 administrator to present to City Council, and developing attendance policies and procedures among several other smaller projects. When providing support for the Main Street Mall Oversight Committee, I would create the agenda, take minutes for the meeting to assist Maura and completing the to do list after the meeting. The research projects that I have worked on included research on flood mitigation and fresh food initiatives. The research projects were very interesting and very informative. I learned a lot about emergency flood maintenance and about providing fresh food to citizens. I was able to complete the majority of my learning objectives this year and they have helped prepare me for my future career."

For MemFix Highland/Walker, Mondie played an important managing the volunteer check-in zone for the entire event. Her professionalism, and positive demeanor allowed for her to be a very successful component to the MemFix team, and the day would have not gone as smoothly and been as organized without her.

"Overall, my two years as an HCD Fellows have been wonderful and I am very thankful for the experience that it has given me."

**Gayle Ozanne****GRADUATE PROGRAM:**

Applied Medical Anthropology

EXPECTED GRADUATION:

May, 2013

EDUCATION:

B.A., Anthropology

University of Connecticut, Storrs

HCD PLACEMENT:

The Works, CDC

SUPERVISORS:

Curtis Thomas

FACULTY MENTOR:

Katherine Lambert-Pennington

2012-2013 Overview

"The HCD Fellowship is a great way for students to gain real-world experience while directly applying concepts learned in the classroom to their work. The weekly meetings serve as a great way to connect HCD fellows and agencies within the city. My placement at The Works and the time spent at the South Memphis Farmers Market helped me to better understand the connections between food access and health, and the decision-making processes of South Memphis residents."

For the South Memphis Farmers Market, Ozanne conducted participant observation, took systematic field notes, and assisted in survey design and dissemination. She participated in the South Memphis Farmers Market Steering Committee and helped the Market Manager with planning subsequent market activities. She had the opportunity to conduct best practice research for components of the South Memphis Revitalization Action Plan, which was presented at the January State-of-the-Plan meeting regarding short-term projects that could be completed in the near future.

This past year, Ozanne has improved on her research skills, and took a very professional role in the PLAN 7890 class. She successfully connected lessons from courses such as Data Analysis, Methods, and Applied Anthropology with her work. She also developed a greater appreciation for community work, including the struggles to sustain long-term plans and community participation. As my academic career continues, I look forward to growing and obtaining greater knowledge in relation to social networks, capacity building, neighborhood organizing, and other important concepts.

"I am so glad that I had the opportunity to work with Curtis and The Works for the two years of my graduate career. The opportunity to develop social networks and to strengthen communication among local organizations is invaluable, and I believe this link is critical in order to strengthen relationships and projects developed to positively contribute to the city."

Food Insecurity

The issue of food insecurity has received increased attention both in Memphis and on a larger scale. Before the opening of the South Memphis Farmers Market, there was no real source of affordable, healthy, fresh fruits and vegetables in the community. We know that there are still individuals in the South Memphis area that still face food insecurity, and efforts continue to expand access to fresh, nutritious fruits and vegetables in the South Memphis area.

The Works, Inc.

The Works, Inc. is a community development corporation serving South Memphis and the greater Memphis area. We are dedicated to the holistic renaissance of our community through the provision of services in areas of housing, economic development, education, and advocacy (www.theworkscdc.org).

South Memphis Farmers Market

The South Memphis Farmers Market is dedicated to providing access to healthy and affordable foods in the South Memphis community. We also strive to create an atmosphere that contributes to the success of local growers and producers (<http://somefm.org>).



Images from the South Memphis Farmers Market; Source: The Works, Inc.

Learning Objectives

- Understanding how anthropology applies to community development projects
- Exploring the relationship between community development efforts and healthy communities
- Exploring the role that improved food access can play in neighborhood health, economic development, and quality of life
- Improving networking and advocacy skills
- Honing of business plan writing, research and data analysis skills

Application of Objectives

- Applied concepts from coursework (Methods, Applied Anthropology, Medical Anthropology) into data collection (informal interviews, participant observation, etc.)
- Observed community-based approaches to potential projects through steering committee meetings for the South Memphis Farmers Market and the South Memphis Revitalization Action Plan



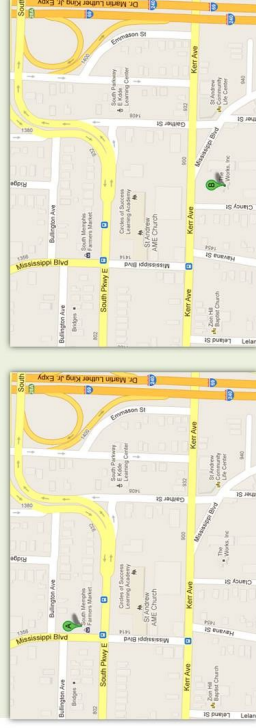
Images from the South Memphis Farmers Market ; Source: The Works, Inc.

Increasing Food Security in the Neighborhood: The South Memphis Farmers Market

The South Memphis Farmers Market and other projects are a product of the South Memphis Revitalization Action Plan (SoMe RAP). SoMe RAP is an effort to transform South Memphis into one of the region's premier urban neighborhoods by mobilizing local residents, institutions, and their allies to implement a comprehensive economic and community development approach that promotes healthy living, green building and design, public and private development partnerships, and other goals. SoMe RAP is led by the SoMe RAP Steering Committee, which represents residents and twenty-two local organizations. (<http://theworkscdc.org/somemap>)

The plan is supported by the South Memphis Renaissance Collaborative (SMRC), which includes:

- The Works, Inc.
- St. Andrew AME Church
- The University of Memphis
- The Hyde Family Foundations
- Self-Tucker Architects
- Memphis Regional Design Center



South Memphis Farmers Market: 1400 Mississippi Boulevard

The Works, Inc.: 1471 Genesis Circle

Community Impact

- Continued community engagement and partnership pertaining to the South Memphis Farmers Market and, recently, community input regarding ideas for green space and increased walkability in the neighborhood
- Increased awareness of seasonal access to fresh food, information sharing regarding food preparation and eating habits
- Distribution of over 100 season-end market surveys (two different surveys provided; one for those who had previously attended the market, and another for those who had never attended the market)
- Weekly performance of participant observation, informal interviewing, and field note-taking used to triangulate data
- Coincides with other initiatives such as the Green Machine and cooking instruction offered by UT Extension
- Opportunities to partner with local community gardens, GrowMemphis, and other initiatives within the HCD Fellowship network



Future South Memphis Greenline Location



Activities

- Participated in ongoing South Memphis Farmers Market research, including instrument design, data collection, analysis, and dissemination (August 2012 – October 2012)
- Attended and took notes for South Memphis Farmers Market and SoMe RAP committee meetings
- Assisted with the South Memphis research project for Dr. Lambert-Pennington's Neighborhood Development course (August 2012 – December 2012)
- Assisted with South Memphis Farmers Market planning activities
- Assisted with best practices research and design of the South Memphis Farmers Market website (Spring 2013)

Outputs

- Building a knowledge base through continuation of engaged scholarship and engaged anthropology
- Tying efforts of other local and national efforts and with those of the Housing and Community Development Fellows
- Engagement of community members, stakeholders, regional farmers, and others in the effort to increase access to fresh, healthy food in the Memphis area

Connection to Courses

- Methods in Anthropology
- Anthropological Data Analysis
- Applied Anthropology and Development
- Medical Anthropology

Innovative Impact

The South Memphis Farmers Market has experienced great success in which similar attempts have failed in other cities and communities. The participatory approach used in the development of the South Memphis Revitalization Action Plan was important for the sustainability of projects outlined in the plan (including the South Memphis Farmers Market). University of Memphis faculty continue to publish about the collaborative nature of SoMe RAP and the research findings from the South Memphis Farmers Market, and social networks have served as mediums for relaying information about the strengths and opportunities arising from this model.

Sharing of best practices, including strengths and opportunities for models like this can provide a model for greater food security through increased access to healthy foods, fresh fruits and vegetables, more affordable food, improved knowledge and education, and awareness of healthy habits, which can ultimately lead to better health locally and nationally.



Images from the South Memphis Farmers Market ; Source: The Works, Inc.

**Nadia Shah**

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	Fall, 2013
EDUCATION:	Bachelor of Architecture National College of Art, Lahore, Pakistan
HCD PLACEMENT:	Pigeon Roost Development Corp.
SUPERVISORS:	Stoy G. Bailey
FACULTY MENTOR:	David Westendorff

2012-2013 Overview

"During the first phase of my internship at Pigeon Roost Development Corporation, I worked on a Transit-based redevelopment plan along Lamar Avenue. I collected data for seven neighborhoods. This data not only creates the historical snap shot of the neighborhoods but also paints a picture of their previous and current demographic profile. My scope of work for the last semester involved: collecting data, understanding, representing and comparing the demographics of these different neighborhoods through data and also, understanding the social and environmental dimensions of these communities.

The second phase of my internship involved community outreach that meant presenting the conceptual plan of the proposed Transit Oriented Development to different stakeholders like the neighborhood groups and residents, the other CDCs and organizations involved. Currently we are in the process of writing down the data and concepts in a report format. This report will reflect the planning strategy for the corridor, as we enter the third phase of our project we will be able to identify positive alternatives to the negative elements described in Phase II indicating how these would differ from the previous elements to produce a desirable outcome.

My overall experience as an HCD intern has been a positive one. Being involved in this project as an HCD intern introduced me to a number of groups and organizations in Memphis who are working toward community development each presenting a unique perspective. HCD serves as a platform for graduate students where they are able to get the real life work experience and apply the skills that they learn in the courses before they graduate. The weekly meetings were a good tool for the fellow interns to exchange that information about their respective projects and work placements. I think it is very important for professional growth to have that kind of a dialogue among different interest groups, exchange information and be able to support each other's objectives if possible."



Nothing is experienced by itself, but always in relation to its surroundings, the sequences of events leading up to it, the memory of past experiences.

My Activities and Achievements as an HCD Intern:

- Create a data base for:
 - Demographic Profile of the Neighborhoods using Blocks and Tracts
 - Both Historical and Present account
 - Businesses and properties along the corridor
- Reflect data on GIS maps:
 - I was able to apply the skills learned in PLAN 7202 "Land Use Planning" course
- Carry Out Work and Commute analysis:
 - Perfect data of residents commute patterns and destination of work, using On The Move
 - Applied skills learnt at the Green Print Consortium CDC groups meetings
- Identify Nodes for:
 - Transit Centers
 - Future Development
- Create Presentations
 - Engage community
 - Engage community meetings
 - Engage other CDG and Organizations
 - Engage other CDG and Organizations
- 2 presentations
- Greater Community Development Council, Southern Memphis Alliance, MATA, Green Print Consortium
- Kansas City, MO
- Conduct a Case Study.
- Facebook page
- website for PRDC

What We Have!

Community Assets



What We Could Have!

Building Upon Community Assets

Some of the proposed sites for sculptures and signage

Lamar - South Precinct

Pigeon Roost Historic Highway A Trip Through The Heart Of Memphis



Existing situation at Lamar



Now

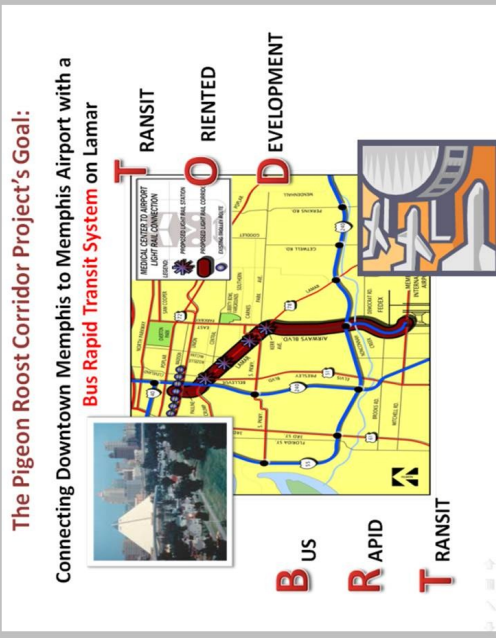
Pavement markings designating the bus lane Later

The Plan Will Include Community Benefits Agreements



To outline a projects contribution to the community in terms of living wages, local hiring and training programs, affordable housing, environmental remediation and funds for community programs.

Acknowledgement:
Cody Baker and Clint Baker for helping with the Development of Walkability Index
Their professor Dr. Stephanie Ivey
Department of Civil Engineering
University of Memphis



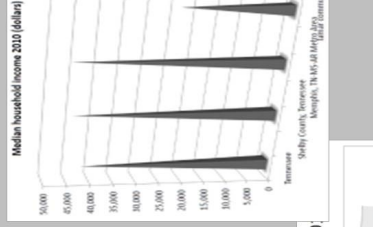
In the Future

Aerotropolis - Memphis

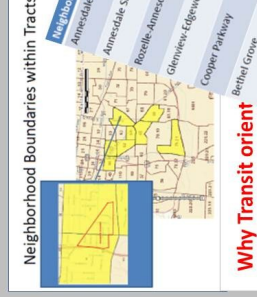
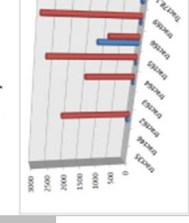
What is an Aerotropolis
A city or an economic hub that extends out from a large airport into a surrounding area that consists mostly of distribution centers, office buildings, light manufacturing firms, convention centers, and hotels, all linked to the airport via roads, expressways, and rail lines?



Memphis: America's Aerotropolis
Where Runway, Road, Rail & River Merge

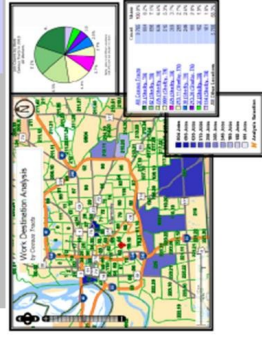
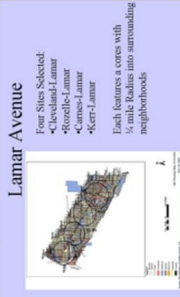


Racial Dynamics-2010



Why Transit Oriented Development?

TOD maximizes access to public transportation, encourages transit ridership and cuts down carbon footprint



By Nadia Shah, HCD Fellow

Mission Statement-PRDC

To build tomorrow's community today!
To provide strategic planning and guidance in selected service areas, and to serve as change agents for historic preservation and revitalization by working with local residents and owners, to build a better tomorrow for our neighborhoods and the greater Memphis community through housing, community, and human development.

Previous Project:
Rozelle Annesdale Neighborhood Plan-2010
Current Project:
Transit Oriented Development Plan for Lamar Corridor

"We know how bad Lamar Avenue is and we know how expensive Lamar Avenue is and it's mainly expensive because of right of way," Tennessee Transportation Commissioner Schroer said.

Congestion Woes: TDOT commissioner talks importance of improving Lamar Corridor By Bill Dries



Heavy semitrailer traffic along Lamar Avenue near Shelby Drive and the BNSF Intermodal Train Yard is part of the congestion along the corridor.
(Photos: Lance Murphy)

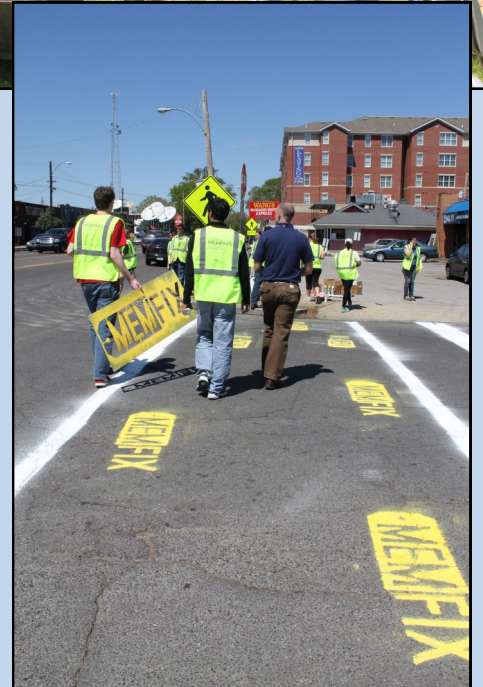
Source:
<http://www.memphisdailynews.com/news/2012/aug/3/congestion-woes/print>

What is the TOD plan about?

1. Connecting major employment centers with residential areas along Lamar Avenue.
2. Identifying historic locations along the corridor with appropriate sculptures
 - emphasizing history of the corridor itself as historic Pigeon Roost Road,
 - emphasizing history of the neighborhoods bordering the route.
3. Creating an attractive, interesting trip from the airport to the medical center and downtown for visitors
4. Creating an enhanced sense of identity for residents



MemFixHighland/Walker



Southern Sweep



Project Homeless Connect



South Memphis Farmer's Market



Gestalt Clean-Up

