

HCD FELLOWSHIP INTERIM REPORT

2012-2013



THE UNIVERSITY OF
MEMPHIS.
Dreamers. Thinkers. Doers.

The School of Urban Affairs and Public Policy

HCD Fellowship Interim Report

2012-2013



February 12, 2013

The work the HCD fellows accomplished in the fall of 2012 was exceptional, and demonstrated their commitment to understanding the important roles public agencies and nonprofit organizations have in Memphis and Shelby County. The fourteen graduate students from the Departments of Anthropology, City and Regional Planning, Public Administration and Social Work are successfully achieving the goals of the program to integrate theoretical, seminar style learning and acquiring applied, practice-based skills. Each student began their experience with a Learning Contract defining the activities, responsibilities and competencies they are striving to

develop. Their work has impacted multiple sectors of the Memphis community from grassroots organizations like GrowMemphis, to public agencies such as the City of Memphis Chief Administration Office.

Each year we seek to improve the HCD Fellows Program at the University of Memphis. Last year we began significant developments to the website, and created a blog on wordpress.com, and developed Facebook and Twitter accounts to promote the fellows' activities and encourage dialogue with the blog and social media connections. This year, we used this foundation to develop a forum to discover, connect and implement linkages with many Memphis Initiatives occurring throughout the city. A new development in the fall of 2012 was launching the School of Urban Affairs and Public Policy Newsletter, which highlights how the HCD Fellows are engaged in the community, and creates an arena of connectivity between the Fellows and their placement agencies.

In spring of 2013, the Fellows will be expected to further their knowledge of Memphis Initiatives, develop collaborative relationships amongst themselves, and begin to understand the importance of collaboration between the Initiatives and the agencies which are striving to better the city. In addition, the Fellows will be working together in the MemFix Highland/Walker event on April 13, 2013, in the University District. This event will allow the Fellows to engage with a project from the grassroots level, and understand how grassroots and City Government organizations work together in revitalization initiatives projects throughout the city. Toward the end of the term, the Fellows will create a poster presentation on their community outreach activities. This information will be shared on the Urban Affairs Spotlight Blog SUAPP website, and SUAPP Newsletter.

Building upon the successful program in place, we expect that the additional focus on technology, and working collaboratively in MemFix Highland/Walker will help to better prepare these future leaders for productive internship experiences and future careers.

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

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

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**

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 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 semester, anthropology graduate student Kenny Latta was welcomed to join the PLAN 7890 seminar. Kenny is working with the Tigers Initiative for Gardening in Urban Settings (TIGUrS), and helping 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 coincides with the work the other Fellows are doing in the area of community development. Kenny has helped TIGUrS develop a partnership with GrowMemphis, where Carole Colter is interning, and is also collaborating with the UNDC, where Cecell Hite is interning. 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.

COURSE SCHEDULE

| | |
|-----------|--|
| 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, Guest: Professor Joy Clay— Associate Dean for Interdisciplinary Studies, College of Arts and Sciences, University of Memphis |
| Oct 15-17 | Fall Break |
| Oct 22 | Methods for Community Building Participatory Action Research and Engaged Scholarship Guest: Professor Laura Harris, Division of Public and Nonprofit Administration |
| Oct 29 | Volunteer and Service Learning Opportunities, Present Logic Models |
| Nov 12 | Division of Housing and Community Development Planning Initiatives, Guest: Mari Albertson, City of Memphis HCD |
| Nov 19 | Internship Site Presentations |
| Nov 26 | Internship Site Presentations |
| Nov 28 | Evaluation and Learning Objectives |
| Dec 6 | Study Day |



School of Urban Affairs and Public Policy

HCD Research Fellows Reports

Fall 2012

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

EXPECTED GRADUATION:

May, 2013

EDUCATION:

B.P.S., Organizational Leadership

University of Memphis

HCD PLACEMENT:

GrowMemphis

SUPERVISORS:

Chris Peterson

**FACULTY MENTOR:**

Michael Howell-Moroney

Carole's Semester Overview:

During Fall 2012, my HCD Fellowship placement was at GrowMemphis as the Food Policy Coordinator for the Food Advisory Council for Memphis and Shelby County (FAC). I focused on accomplishing two specific learning objectives through activities that expanded my understanding of the role of policy and planning in community development projects: how policies are created and implemented in the Memphis community, and the role GrowMemphis has in driving community revitalization.

Throughout the semester I have 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. My first assignment was to contact regional food system stakeholders and invite them to the West Tennessee Regional Meeting for the Tennessee Food Policy Council at the West Tennessee Research and Education Center in Jackson, TN. At this regional meeting I participated in the discussion along with taking the official minutes for the state policy council. As a follow up to this regional meeting, I plan on attending the upcoming state food policy council meeting in Nashville on December 7, 2012.

This experience introduced me to regional and state level food system stakeholders that like me, are evaluating local policies and researching state and federal legislation regarding food systems and agriculture. The majority of the representatives from West Tennessee were urban and health care providers, but their perspectives into what policies should be a priority to the state were enlightening and helped me to understand that food policy reform is a necessity that should be carefully considered because of its far reaching impact on a considerable number of diverse stakeholders. These activities gave me an understanding of the role of policy and planning in community development projects, and the role GrowMemphis has in driving community revitalization. Through these activities I understand how food policies are implemented and developed in the Memphis community.

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.

**Amy Donaghey****GRADUATE PROGRAM:****EXPECTED GRADUATION:****EDUCATION:****HCD PLACEMENT:****SUPERVISORS:****FACULTY MENTOR:**

City and Regional Planning

May, 2014

B.A., Economics

University of Memphis

Binghamton Development Corp.

Juanita White

Charlie Santo

**Amy's Semester Overview:**

After three months of working at the Binghamton Development Corporation, several goals have been accomplished. As stated in the initial learning contract, the five main competencies to be gained through this fellowship placement are Diversity, Familiarity, Cultural Programming, Leadership, and Communication. All five of these competencies have been major parts of my everyday work at the BDC. One of the first things I learned while in Binghamton is that these five competencies often overlap. In order to be confident and comfortable with working with diverse groups in a community, you must be able to communicate openly and directly. Also, in order to become familiar with a neighborhood, you must be open to the culture found within its borders, and adapt a leadership style that not only supports community members, but takes into account their feedback and stories.

My main work at the Binghamton Development Corporation is with the Latino Outreach program. In September, I started a bi-monthly meeting with Latino neighbors as a neighborhood focus group and community activism team. Through my work with this group of mostly Latina mothers, I have begun to build relationships with the Latina mothers in Binghamton. I will highlight two events I was involved in this semester: Binghamton Park Cleanup, and a Vecinos Unidos meeting about applying for college as an undocumented student. By the end of October, the Vecinos Unidos had come up with the idea of a neighborhood cleanup, so we contacted Memphis City Beautiful to borrow tools, flyer-ed the neighborhood adjacent to the park, and set a date to work side by side in the park. So far, this has been the most successful event of the Latino Outreach program. In early November, I invited someone from Victory University to speak at a meeting about applying for college as an undocumented student. In preparation, I also contacted and visited several Memphis area universities, as well as the Immigrant Rights Coalition in order to compile a working knowledge for Latino teens and their parents. This meeting was extremely informative for those who participated, and therefore deemed a success.

Other activities I helped coordinate are: hosting bi-monthly meetings, plan cultural and educational events, invite speakers to meetings, conduct surveys among families, assist with community health information meetings, contribute to various planning efforts for community events, create documentation for the Domestic Violence Conference, and translate documents and articles for publication in neighborhood newspaper.

In the future, I plan to continue my work with Vecinos Unidos by improving the quality of cultural events and informative meetings. Also, I plan to increase the content of the recorded history for Latinos in Binghamton, and offer assistance to various programs at the BDC.

**Stacy Elliott****GRADUATE PROGRAM:****EXPECTED GRADUATION:****EDUCATION:****HCD PLACEMENT:****SUPERVISORS:****FACULTY MENTOR:****Social Work****May, 2014****B.S.W., Social Work,****Lipscomb University****Behavioral Health Initiatives, Inc.****Chere Bradshaw****Susan Elswick****Behavioral****Health****Initiatives, Inc.****Stacy's Semester Overview:**

My learning contract for the HCD Fellowship outlined the following learning objectives: 1) to assist in the development of the Memphis component of the 100,000 Homes Campaign to reduce street homelessness and prioritize the most vulnerable individuals for housing, 2) to assist in the development of an Access Map to determine the amount of barriers/obstacles of housing faced by homeless persons, 3) to collaborate with social service agencies and participate in the implementation of Project Homeless Connect, 4) to participate in the City of Memphis Strategic Community Investment Funds application process by assisting an agency in the preparation of a grant application.

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 homeless individuals to conduct Vulnerability Index (VI) assessments and also assisted Community Alliance for the Homeless staff with entering the data from those initial assessments. Throughout the fall semester I have provided various forms of technical support for the Memphis 100 by participating in weekly implementation and strategy meetings, meeting with landlords and identifying housing partners, pulling files and needed documents on occasion; or creating shared documents (and giving a presentation to teach how to access and utilize the documents) for outreach workers and implementation team members to view and update and collaborate on to monitor progress with administering and scoring the more clinical, in-depth Vulnerability Assessment Tool and housing vulnerable homeless individuals.

To refine the planned activity of composing an Access Map to demonstrate the process for a person to go from the streets to obtaining housing, I was charged with the tasks of developing an Access Map to identify barriers and gaps in the process a homeless veteran undergoes to obtain Housing and Urban Development Veterans Affairs Supportive Housing (VASH, or HUD-VASH), 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.

Spring 2013 Semester: The Memphis area Point-In-Time Count and the third installment of Project Homeless Connect were two major projects in the early weeks of this semester. This semester I will be working primarily with the North Memphis CDC to focus on housing coordination for the Memphis 100.

**Anna Gattuso****GRADUATE PROGRAM:****EXPECTED GRADUATION:****EDUCATION:****HCD PLACEMENT:****SUPERVISORS:****FACULTY MENTOR:**

Applied Anthropology

May, 2014

B.A, Anthropology

University of Memphis

United Housing, Inc.

Amy Schaftlein, Tim Bolding

Stan Hyland

**Anna's Semester Overview:**

This semester I have been involved on many projects that have highlighted the goals and objectives outlined in my learning contract. These projects center on the themes of multi-disciplinary team work, research design, and reporting. This semester I have worked on projects in the Memphis Medical Center and in the Scenic Hills neighborhood in Raleigh. In the Memphis Medical Center, I worked with attorneys and the CDC director to survey neighborhood residents about what type of repairs they desired in their homes. I have learned during my internship thus far that reports of work are essential for compliance. To that end, I reported on the Memphis Medical Center findings at a meeting comprised of representatives of Medical Center stakeholders, St. Jude and Methodist/Le Bonheur. Additionally, I described the work trajectory in Scenic Hills for the abstract that I submitted to the Society for Applied Anthropology.

During this semester I have also had the opportunity to work on a multi-disciplinary team composed of anthropologists, an engineer, and engineering students in Scenic Hills. This is a project with U of M Civil Engineering professor David Arellano in which we are working to create a collaborative community resource management plan with homeowners in the Scenic Hills neighborhood in Raleigh. This plan centers on the maintenance and operation of a small private dam in the neighborhood. For Scenic Hills, I have been meeting with Dr. Arellano and researching small private dams in TN and the United States. We also worked together to write a research design and IRB proposal for research we will do in the spring. On this project, I have had the opportunity to develop an outreach plan for working with Scenic Hills homeowners that will include the formation of a neighborhood advisory group and a workshop led by David Arellano that teaches the residents about dam management.

Finally, writing clearly is important to me, and my internship has allowed me to develop my field notes. My faculty mentor Dr. Lambert-Pennington and my field supervisor have given me advice on writing for both reports and field notes, a practice that has helped me develop skills in these areas. Writing, working on teams composed of practitioners from different fields, learning to design a research plan, and compiling results have all been integral parts of my learning experience at United Housing. In this internship, I am gaining practical knowledge of the everyday operations of a nonprofit, and am able to learn from people in my field of anthropology. Both of these aspects further strengthen this internship as a preparation for my career.



Noelle Gilbreath

GRADUATE PROGRAM:

EXPECTED GRADUATION:

EDUCATION:

HCD PLACEMENT:

SUPERVISORS:

FACULTY MENTOR:

City and Regional Planning

May, 2013

B.A., Political Science

Marquette University

Community Development Council

Emily Trenholm

Charlie Santo



Noelle's Semester Overview:

My HCD placement with the CDC has focused on producing a case study of the development of the Binghampton area including the history of the neighborhood, the impetus for change in the neighborhood, and current revitalization activities. My work this semester began by collecting historical data on the Binghampton neighborhood. This included trips to the U of M Library and the Memphis Room at the Benjamin Hooks Library. Among the documents I found were a recorded interview by Dr. Charles Crawford, a U of M professor, with Sam Dent, a lifelong resident of Binghampton; a 1984 thesis on the neighborhood focused on transportation; and newspaper clippings related to Binghampton. In conjunction with these documents, I borrowed all of the plans focused on the Binghampton neighborhood from the Office of Planning and Development. Beginning in the 1970s, there have been several City initiated plans to revitalize the neighborhood including the 1976 City of Memphis Community Development Program's Improvement Plan for Binghampton, 1982 University District Plan for a Summer/Broad Design Area, 1996 Housing and Community Development Old Binghampton Neighborhood Strategy Area, 2000 Midtown Corridor East Redevelopment Project, 2003 Redevelopment Plan for Eastview Area, 2003 Midtown Corridor East/Binghampton Plan and Comprehensive Rezoning Report, and 2006 Broad Avenue Corridor Planning Initiative. Two of these plans were approved and adopted by the City Council; the 2000 Midtown Corridor East Plan, which was adopted in 2001 and expanded and amended in 2003, and the Redevelopment Plan for the Eastview Area adopted in 2003.

The analytical portion of the case study was not initially in the scope of my learning contract, but has developed over the course of my internship. This includes researching various community development models to better understand what models are present in the neighborhood. The models I am focusing on are the Community Development Corporation (CDC) Model, Arts Based Model, and Faith Based Model. I am currently interviewing stakeholders in the Binghampton neighborhood to better understand the revitalization efforts. The interviewees are leaders of the community development corporation, churches, non-profits, the community center, health centers, etc. Interviews will also be conducted with long time neighborhood residents, large property owners, and institutional leaders. The goal of the interviews is to understand the past conditions, what positive changes have occurred, and what/who drove these changes. The interviews also are meant to bring out the challenges that still exist in the neighborhood. The development of the case study will continue next semester. With the addition of the analytical component and the increasing number of people to interview in the community, the work is continually expanding.



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

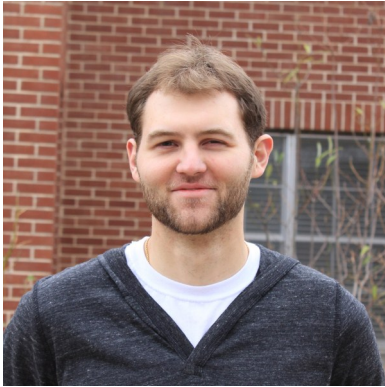


Cecell's Semester Overview:

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.

For the TIF recommendation, my supervisor wanted to have a deliverable by the end of the semester that would showcase my research and writing abilities, as well as give me valuable experience with public finance. The project started with me reading a book about TIFs to familiarize myself with them. I then focused my research on cities that are similarly sized as Memphis, as well as other cities with university district TIFs. The goal was to see exactly what they did as well as some of the challenges encountered in setting up their TIF districts. Next, I began my research on funding because the UNDC is an organization primarily comprised of volunteers, and the UNDC board wanted to know ways in which to obtain funding to implement the projects they have created. I spoke with several CDCs across Memphis to learn exactly what they are doing to manage their funding. All of this information was compiled into a 10-page recommendation for the UNDC.

The second project I worked on I was a representative along with the University's sustainability coordinator for the Southern Sweet event, and offered help and ideas as needed. The project turned out to be a success because people in the community realized how important the bike lanes are to the U- district, and the importance of capacity building. I organized with the chairpersons an effective way to recycle the material since there was not a plan in place for the recyclables. We coordinated with the university to arrange for someone to come and pick up the recyclables on the day of the cleanup. The volunteers were completely compliant in realizing the importance of recycling, and made sure that they adhered to the guidelines that I laid out for them pertaining to collection. This semester I have gained valuable knowledge and understanding in how to be apart of the planning process for a community development corporation. Next semester, I will be working closely with my supervisor Leah in helping her coordinate and plan the MemFix Highland/Walker event in April.

**Zachary Hunter****GRADUATE PROGRAM:****EXPECTED GRADUATION:****EDUCATION:****HCD PLACEMENT:****SUPERVISORS:****FACULTY MENTOR:**

City and Regional Planning

May, 2013

B.A., Architecture Studies

University of Arkansas

Landmarks Commission

Nancy Jane Baker

David Westendorff

**Zach's Semester Overview:**

My most recent semester at the Memphis Landmarks Commission was highly productive for both the Landmarks Commission and my own learning objectives. I have continued to perform Landmarks activities such as reviewing Certificates of Appropriateness applications, Memphis Register nominations, and work on the Unified Development Code, but I have also been able to work with Nancy Jane to accomplish some of the projects that have previously been difficult for her to work on due to a lack of capacity.

Having been at the Landmarks Commission for a year and a half, I feel that I have a pretty good idea of how it fits into 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. This was actually an opportunity to do something that Nancy Jane usually had to do by herself. With the assistance of another intern, I was able to drive through neighborhoods and assess buildings to determine if they contributed to the historic character of the neighborhoods. This activity allowed me to use what I have learned in my collegiate career.

One of the bigger projects that we have been working on implementing is the Memphis Register. I believe that we are starting to make headway with the initiative by using Twitter, sending out brochures, and providing applications through our website. I think that by the time I leave next semester, the Memphis Register project should be well on its way to having community input. I am also in the process of creating a map that shows the properties in the Memphis Register on our website. I am also creating a map that will help in the establishment of an Urban Main Street Program in Memphis. There was not any kind of study done that would show the long-term benefits of the program or whether or not a community could support such a development. The project that I am working on should provide the empirical support needed to push the project forward.

This semester at the Landmarks Commission my expectations were exceeded as I was able to achieve all of the everyday "Landmarks chores" that Nancy Jane needed help with while also providing a way to accomplish more intensive projects that would have otherwise fallen by the wayside. I feel that the things I am involved in are important ventures in the future development of Memphis and the Landmarks Commission. During the spring semester I am looking forward to continuing to work on meaningful projects and incorporating my work with the other HCD fellows and the Bloomberg Innovation Team.

**Austin Johnson****GRADUATE PROGRAM:****EXPECTED GRADUATION:****EDUCATION:****HCD PLACEMENT:****SUPERVISORS:****FACULTY MENTOR:**

City and Regional Planning

May, 2014

B.A., Spanish & International Studies,
East Tennessee State

Frayser CDC

Steve Lockwood

Charlie Santo

**Austin's Semester Overview:**

During my time at Frayser, 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 am developing a system to catalog environmental problems and code enforcement violations. Environmental issues and blight affect Frayser in a variety of ways. Blight can have a profound effect on the social destabilization of the community. The residents of the community are also affected by environmental issues by absorbing decreases in property values, losing equity and wealth in the process. These processes then necessitate increases in investment by the city government to control crime, fires in abandoned structures, and the maintenance of abandoned properties. The city itself is also impacted by the devalued properties (which are assessed for taxes at a lower value) and the large number of vacant and abandoned properties with lagging tax payments. Smart growth principles like reinvestment of existing communities will have an impact not only on the Frayser area, but also on the entire Mid-South region.

To this end, I am tracking 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.

I have also worked on a variety of other initiatives this year at Frayser. To increase agency efficiency, I am designing and installing a database to track owned properties as well as parcels associated with legacy codes enforcement violations. I am also utilizing the Mayor's Service Center (311 Database) as a platform to communicate with the neighborhood inspectors about urban blight. During fall 2012, Frayser considered applying for Low Income Housing Tax Credit funding to further housing rehabilitation efforts. During this process, I acquired a variety of skills related to grant application writing. I focused on the accumulation of award points for the project, which is how the tax credit projects are selected. My contribution to the project was to perform research in the community to determine the proximity of the project to essential neighborhood services.

**Kate Kananura**

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| 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 |

**Gestalt**
COMMUNITY SCHOOLS**Kate's Semester Overview:**

My goal this semester was to have a productive and valuable learning experience relevant to my future career aspirations. My objectives were: (a) to understand the role of charter schools in driving community revitalization (b) to establish and facilitate organizational partnerships and (c) to assist in volunteer program development. Major activities that I engaged in: active participation in one of the phases of PCA Town Center project, a comprehensive community model, has equipped me with deeper knowledge on how organizations can leverage their resources to serve their neighborhoods better. The forty-three acre project is meant to revitalize the western side of Hickory Hill community, which was once home to a blighted and abandoned 394-unit apartment complex. Upon completion, this community model will feature; PCA middle and high schools, a wellness center, a performing arts center, a playground, housing and retail facilities. I have specifically been involved in the planning of playground build activities that include establishing partnerships, fundraising and volunteer recruitment. Completion of the playground is expected to be in mid April 2013.

Gestalt Community Schools believes that collaboration is key to organization growth and neighborhood revitalization. On September 15, 2012, I participated in a community clean –up, organized by Gordon Arts and Science Academy, one of GCS' located in North Memphis. GCS' administrators, teachers, parents, students and Clean Memphis worked together to clean areas along Decatur Street, and Jackson Avenue. Gordon Science and Arts academy (GSAA) one of Gestalt Community Schools is proposing a partnership with Neighborhood Christian Center (NCC) to have its students enrolled in the NCC's after school program. The NCC is in close proximity to GSAA and their program is highly recommended. I attended the initial meeting that was held between GCS Staff, GSSA staff and the CEO of NCC to discuss a feasible collaboration. I plan to get more involved in this program when it is confirmed.

I compiled a best practices report on volunteer management to help develop an organization policy regarding the vital resource. I hope my suggestions will be implemented in our upcoming volunteer - driven activities including the playground build, community clean –ups and 5K run. My main assigned role this semester is assisting with volunteer recruitment. The internship has provided me with a unique learning experience of working with a very young organization, with a remarkable commitment to a very aggressive growth plan.



Kenny Latta

GRADUATE PROGRAM:

Applied Anthropology

EXPECTED GRADUATION:

May, 2014

EDUCATION:

B.A., Religion & Philosophy

Christian Brothers University

GREEN FEES PLACEMENT:

TIGUrS

SUPERVISORS:

Karyl Buddinton

FACULTY MENTOR:

Stan Hyland

TIGUrS

Kenny's Semester Overview:

During the course of this semester, I have been involved with several projects with the Tigers Initiative for Gardening in Urban Settings (TIGUrS) that have contributed to meeting the objectives set out in my HCD Fellowship learning contract. In the contract, my responsibilities with TIGUrS are listed as: 1) regular communication with various community organizations throughout the University District about opportunities to be involved with the TIGUrS project; 2) assisting Dr. Buddinton and others with TIGUrS programming, especially the organization of a planned speaker series and Earth Week activities; 3) researching and developing grant proposals; 4) encouraging media outlets to promote the successes and efforts of the TIGUrS project throughout the year; and 5) working with project coordinator Art Johnson and others in the garden several hours per week.

My first major project with TIGUrS was to draft a grant proposal to submit to the Stormwater Division of the TN Department of Environment and Conservation. I designed an outdoor classroom that would fit within the \$30,000 limit of the grant and meet the expectations of Campus Planning. Although TIGUrS did not receive the grant, I learned a great deal about the grantwriting process from the experience, and feel much more prepared to help with writing grants for similar projects in the future. My time with TIGUrS has also been spent establishing connections within the University District Community. I began with someone I already knew – Kathleen Glackin, an assistant campus minister for the Catholic Diocese of Memphis. Since the end of September, Kathleen has brought students from the Catholic Student Center to work in the garden once a week. I also met with Holly Lissner, co-President of the Normal Station Neighborhood Association, about ways TIGUrS could be better connected to Normal Station. Holly and I have been in regular communication about how TIGUrS could assist Normal Station with the restoration of a neglected, historic cemetery property in the heart of the neighborhood.

I have also worked to create more official partnerships with community organizations.

Udistrictmemphis.com, coordinator Christian Owen and I worked together to create a photo slideshow for the website's homepage, introducing TIGUrS as an asset and resource for the entire University District Community.

I think my time with TIGUrS this semester 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 over the semester 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.



Katie McKeel

GRADUATE PROGRAM:
EXPECTED GRADUATION:
EDUCATION:
HCD PLACEMENT:
SUPERVISORS:
FACULTY MENTOR:

City and Regional Planning
 May, 2014
 Bachelor Business Administration
 Lambuth University
 Mayor's Innovation Delivery Team
 Thomas Pacello
 Charlie Santo



Katie's Semester Overview:

The HCD Fellowship program has given me the opportunity to work with the Mayor's Innovation Delivery Team. This semester I worked to develop a better understanding of the role of policy and planning in community development projects and the role the Mayor's Innovation Delivery Team has in using innovation to drive community revitalization. Learning the framework of a delivery organization as a privately funded resource working with the City of Memphis and other stakeholders to solve priority problems and the analysis and understanding of data, evaluations, and research was crucial to integrating with and understanding the work of the Mayor's Innovation Delivery Team.

At the beginning of this semester, much of my time was focused on the neighborhood retail development strategy for South Memphis. I worked with the Innovation Delivery Team and Gibbs Planning Group of Birmingham, Michigan, who provided market studies and consultation services to South Memphis retailers. I had the opportunity to participate in a workshop facilitated by Gibbs Planning that focused on the 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 research and how they apply to the work of the Innovation Delivery Team.

During the spring semester, much of my focus will shift to the Economic and Business Services Continuum, which seeks to align business services across the city. The Economic Gardening Pilot Program, which is slated for the first cohort of companies to begin in late March, will play a role in our efforts to align business services organizations across the region. I have spent much of my time over the last few weeks working with Innovation Delivery Team staff and EDGE to strategize and plan the Economic Gardening Pilot Program. I have specifically been assigned to assist with the identification of potential participant businesses and act as a business service representative to those enrolled in the program. So far, my efforts have been to develop informational materials for local companies and service providers. These will be used to connect employers and business service providers to the Economic Gardening pilot program.

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

As a part of my Fall 2012 Learning Contract, my site supervisor and I created several learning objectives for the semester. The learning objectives included helping to implement new policies and procedures for 311; providing staffing and support for the Main Street Mall Oversight Committee and assisting the Strong Cities Strong Communities Fellow with performance measurements. I spent the majority of my semester working on 311 and several other projects.

For the Main Street Mall Oversight Committee I contact the committee members and send out reminders; I prepare the agenda, take minutes and help Maura to complete the to-do list after the meeting. I have only minimally assisted the Strong Cities Strong Communities Fellow because my other projects have been more time sensitive. However, I have helped her to summarize several best practices to assist in her planning. Lastly, for 311 I have completed several small projects. First, I changed the 311 policies and procedures pertaining to attendance. Next, I developed an evaluation sheet so that the 311 supervisors can ensure the quality of the calls. Lastly, I assisted with the 311-mission statement.

There were several additional projects assigned this semester. First, I was assigned a project concerning flood mitigation. The second project that I was assigned that was not initially part of my learning contract involved researching what changes would need to occur for a business to be required to sell a certain percentage of fresh food.

Next semester I will continue to provide staffing and support for Main Street Mall Oversight Committee and I will assist the Strong Cities Strong Communities Fellow more since I am very interested in performance measurements.

**Gayle Ozanne****GRADUATE PROGRAM:****EXPECTED GRADUATION:****EDUCATION:****HCD PLACEMENT:****SUPERVISORS:****FACULTY MENTOR:**

Applied Medical Anthropology

May, 2013

B.A., Anthropology

University of Connecticut, Storrs

The Works, CDC

Cutis Thomas

Katherine Lambert-Pennington

**Gayle's Semester Overview:**

My internship objectives for the fall 2012 semester included a number of components. The objectives were as follows: (1) participation in ongoing South Memphis Farmers Market research, including instrument design, data collection, analysis, and dissemination; (2) participation in the South Memphis Farmers Market planning activities; (3) assisting with the South Memphis research project for Dr. Lambert-Pennington's Neighborhood Development course, including an inventory/survey of other Memphis greenlines, working with residents to generate a vision for their neighborhood greenline, and other duties as needed; (4) assisting with fulfilling requirements outlined in the CED grant awarded to The Works, Inc.; and (5) Assisting with grant writing related to programming and funding for the South Memphis Farmers Market.

I was able to participate in the first three objectives. For the South Memphis Farmers Market, I conducted participant observation, took systematic field notes, and assisted in survey design and dissemination. I also participated in the South Memphis Farmers Market Steering Committee and helped the Market Manager with planning subsequent market activities. I was also active with the greenline service learning group for the Neighborhood Development class. I sat in on group meetings and helped to facilitate the project according to guidelines provided by Curtis and Dr. Lambert-Pennington. Though it was not listed on my fall 2012 learning contract, I also performed best practice research for components of the South Memphis Revitalization Action Plan. At the January meeting, there will be a State-of-the-Plan update and information will be provided regarding short-term projects that could be completed in the near future. At this time, the additional best practices research collected will also be presented. I was not able to participate in any activities related to grant applications or grant implementation this semester. I have been informed by my supervisor that I will start performing best practices research for implementation of the CED grant awarded earlier this year. I am looking forward to utilizing and improving my research skills (as outlined in my Anthropological Methods course).

The projects I was involved in allowed me to tie in lessons from courses such as Data Analysis, Methods, and Applied Anthropology with my work. I 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.



Nadia Shah

GRADUATE PROGRAM:
EXPECTED GRADUATION:
EDUCATION:

HCD PLACEMENT:
SUPERVISORS:
FACULTY MENTOR:

City and Regional Planning
Fall, 2013
Bachelor of Architecture
National College of Art, Lahore, Pakistan
Pigeon Roost Development Corp.
Stoy G. Bailey
David Westendorff



Nadia's Semester Overview:

During my internship at Pigeon Roost Development Corporation, I worked on a Transit-based redevelopment plan along Lamar Avenue. This involved a number of neighborhoods along the corridor starting from Pauline to Airways. The idea is to connect these communities through a Bus rapid Transit route to Downtown in the west and airport in the east and eventually to the Aerotropolis in the future. For research purposes we picked 7 neighborhoods based on the criteria that we called 'the most active and the most deserving'. 'Most active' meant those neighborhoods that had been actively engaged organizations and were enthusiastic about the redevelopment project. By 'most deserving' we meant selecting those neighborhoods that were suffering in the following ways: economically, demographically, environmentally, and socially. The following neighborhoods chosen for this project were Annesdale Park, Annesdale Snowden, Rozelle-Annesdale, Glenview-Edgewood Manor, Cooper Parkway, Bethel Grove and Alcy Ball.

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. Based on the objectives listed for the internship program I have divided my progress into phases:

Phase I: My Research defines, identifies and quantifies the existing problem elements in these neighborhoods adjoining the Lamar-Airways Corridor. The data includes past and present data as well as projections for future conditions in these neighborhoods in a manner suitable for inclusion in the final plan. I prepared a power point presentation to represent this data.

Phase II: In the second phase we will present these findings to the neighborhood residents, the stakeholder groups and the other CDCs involved. In this second phase I should learn to identify such policies, practices, and programs from government agencies, the private sector, and the political realm that impact the elements causing or contributing to blight, disinvestment, and undesirable social conditions in inner city neighborhoods.

Phase III: I 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.

MemFix Cleveland



TIGUr\$ Urban Oasis Garden



Gandhi-King Conference



Binghampton Park Clean-Up



Southern Sweep



Project Homeless Connect



South Memphis Farmer's Market



Gestalt Clean-Up

